

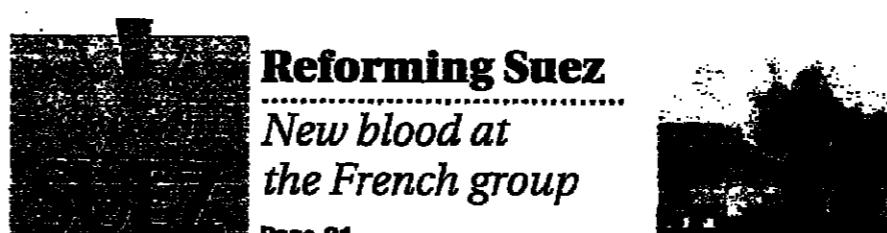
FINANCIAL TIMES



Today's surveys
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Reforming Suez
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the French group
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TOMORROW'S
Weekend FT
Living with
nuclear mess

World Business Newspaper

Wholesale price rises hit Wall St stocks and bonds

US stocks and bond prices dipped sharply after the Labour Department said wholesale prices rose by a 0.5 per cent last month. The higher-than-expected increase was interpreted by some investors as a sign of renewed inflation, sending the Dow Jones industrial average down as much as 70 points before it recovered to be down 26.37 at 5,459.61 in the early afternoon. Page 20; Bonds, Page 24; World stocks, Page 44

Metsä-Seria, the Finnish pulp and paper group, said profits in 1995 would be less than half last year's FM1.51bn (\$412m) amid a steep decline in pulp prices. Page 21; US paper profits down, 25

Dusseldorf airport fire claims 15: At least 15 people died and 100 were injured in a fire in the arrivals section of the airport at Dusseldorf, north-west Germany, which serves both international and domestic flights.

S Korean party set to lose majority: South Korea's ruling party appears to have lost its parliamentary majority - winning an estimated 141 of the 299 seats in the National Assembly with more than two thirds of the votes counted. Page 20

Grupo Santander of Spain is to merge its Chilean banking operations with Banco Osorno, to create Chile's biggest financial institution, with total assets of \$7.9bn. Page 21

Israel attacks Hezbollah bases: At least four Lebanese civilians died after Israel attacked Beirut and other parts of Lebanon using helicopters and jet fighters in retaliation against rocket attacks by Hezbollah on its northern settlements. Page 4

Russia queries African nuclear treaty: Africa was declared a nuclear-free zone after 43 states signed a treaty in Cairo, but the ceremony was marred by Russian reservations about the document. Page 4

Lyonnaise des Eaux, the French utilities, construction and communications group, reported net income down 15 per cent to FF150bn (\$17.7bn) for 1995 after restructuring in several of its subsidiaries. Page 23

Britain's Labour leader signals policy shift

UK opposition Labour party leader Tony Blair (left) signalled a shift in the party's traditional economic approach and ideology during a speech in New York, saying a Labour government would be "of the radical centre" - and politically not of the left. He told the British American Chamber of Commerce that "some of the old distinctions between left and right have frankly become meaningless". Page 8

IMF plans \$800m Ukraine loan: The International Monetary Fund will be asked to approve a new \$800m loan to Ukraine to limit the economic damage from this month's unexpected decision to withhold support. Page 2

Spain protests over Gibraltar drugs: Spain called in the British ambassador to protest over what it said was insufficient action by London to curtail smuggling from Gibraltar following the death of a Spanish policeman chasing drug runners allegedly based in the British crown colony. Page 2

Yugoslavia bank feud: A feud has surfaced in Belgrade between Yugoslavia's national bank governor, Dragoslav Avramovic, and his government over monetary policy, International Monetary Fund membership and privatisation. Page 3

Infogrames Entertainment of France is to acquire UK-based Ocean International in a deal valued at about \$100m, creating the biggest interactive computer games company in Europe. Page 23

Volkswagen, Europe's biggest carmaker, is expanding in eastern Europe through its Czech subsidiary, Skoda, which plans to build cars in Russia and Belarus and raise output at its Polish and Czech plants. Page 6

Vietnam oil deal prompts warning: China issued a warning to Vietnam after it signed a contract with Conoco of the US to explore for oil in a disputed area of the South China Sea. Page 7

Cuñard faces \$22m damages claim: Egyptian authorities are seeking \$15m (\$22.5m) in compensation from Cuñard for damage to a coral reef in the Red Sea when the company's Royal Viking Sun luxury cruise liner ran aground last week.

French oil deal prompts warning: China issued a warning to Vietnam after it signed a contract with Conoco of the US to explore for oil in a disputed area of the South China Sea. Page 7

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US aircraft maker wants 400-seater to compete with the Boeing 747

McDonnell Douglas plans big jet

By Michael Skapinker
in London

McDonnell Douglas of the US, the world's third-biggest civil aircraft maker, plans to build a 400-seat long-haul jet to compete with the Boeing 747, which has dominated the market.

McDonnell Douglas's plans come shortly after the announcement by Airbus Industrie, the European consortium and world's second-biggest civil aircraft manufacturer, that it intends to build new jets to take

over the company's 300-seat MD-11, but

would have new wings.

Mr Sears said: "We know the

MD-11 needs a big brother. Over

the next six months or so we will

define what we would like to do

with that big brother."

All three manufacturers

believe there will be increasing

demand for aircraft capable of

carrying large numbers

of passengers over long distances, particularly in the Asia-Pacific region.

McDonnell Douglas's plans were revealed yesterday by Mr Michael Sears, newly-appointed president of Douglas Aircraft, the group's commercial aircraft unit.

Mr Sears said the larger aircraft

could use the fuselage of the

company's 300-seat MD-11, but

would have new wings.

Mr Sears said: "We know the

MD-11 needs a big brother. Over

the next six months or so we will

define what we would like to do

with that big brother."

Boeing's 747 jet is the only aircraft capable of carrying 400 passengers. Airbus' largest aircraft, the A380, carries 336. Boeing's

dominance of the large jet market has allowed it to charge full price for its 747-400, while discounting heavily on aircraft which compete with McDonnell Douglas and Airbus.

A decision by McDonnell Douglas to build a 400-seater would still leave it trailing its larger rivals, which are planning even bigger aircraft.

Boeing expects to start work

before the end of the year on the 747-600X, an enlarged version of the 747-400 which could carry more than 500 passengers. Airbus says it hopes to announce by the end of next year that it will build the A3XX, which could carry 350 passengers.

Mr Sears said McDonnell Doug-

las was not in a position to develop a competing "super jumbo" but said that once the company had a 400-seater it could think about building even larger aircraft.

Many in the industry believe

McDonnell Douglas, the world's

biggest producer of military air-

craft, has no long-term future in

the civil jet business.

In February last year, the group placed newspaper advertisements denying it was going to suspend production of the MD-11.

Later in the year it held merger

talks with Boeing, which analysts said could have led to McDonnell Douglas's civil business being wound down.

The merger talks failed, how-

ever. The appointment of Mr Sears is intended to signal the group's determination to remain a manufacturer of civil aircraft.

Mr Sears, 48, previously headed

McDonnell Douglas's F/A-18 Hornet

strike fighter programme, one of the most successful in the company's history.

Mr Sears said Mr Harry

Stonecipher, McDonnell Doug-

las's chief executive, had told

him to apply his defence industry

skills to the civil aircraft busi-

ness.

Harry said that if we weren't

in the commercial airline busi-

ness, we would be working our

tails off to get into it", Mr

Sears said.

Scientists identify gene linked to ageing process

By Clive Cookson in London

The first human gene known directly to affect ageing has been identified by US scientists.

The gene itself is associated with a rare hereditary disease called Werner's Syndrome, in which people age very rapidly.

But the discovery has immediate implications for research into ageing in general, and it could lead eventually to drugs that delay the symptoms of old age, from brittle bones and wrinkly skin to heart disease and cancer.

A combined team from Darwin Molecular, a Seattle biotechnology company, and the Seattle Veterans Administration Medical Centre describe the gene today in the journal *Science*.

Advance news of the discovery has delighted ageing specialists. "This is really exciting for us because it is the first time that any gene... associated with ageing has been identified," said Dr David Finkelstein, a molecular biologist at the US National Institute on Ageing.

Darwin, one of the leading "genomic" companies in the US, has applied for a patent on the discovery. "Our work has opened a new window into the biology of age-related diseases," said Dr David Galas, the company's chief scientist. "We are now working to identify the best initial medical targets relating to the Werner's gene."

Werner's patients begin to show signs of premature ageing, such as greying hair and wrinkly skin, in their 20s, and in their 30s and 40s they suffer diseases that are characteristic of old age, such as cancer, heart problems, diabetes, eye cataracts and many others. Most are dead by 50.

The gene produces an enzyme called a helicase. This unwinds the twin strands of the DNA double helix - a necessary step in repairing or replicating genetic material in cells.

The research therefore confirms what many scientists had suspected: that failures in DNA processing play a central role in ageing. The next stage will be an intensive investigation of the

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Continued on Page 20

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BD61

Slovenian pay rows given a Papal twist

By Gavin Gray in Zagreb

Unions representing police in Slovenia are threatening to release a statement today that they cannot guarantee the safety of the Pope when he visits the country next month unless they reach agreement with the government on bonus payments for the police units due to guard him.

The threat is the latest twist in an outbreak of public sector strikes which are putting severe pressure on Slovenia's coalition government to relax its tight budget and anti-inflationary policies.

With a general election due before the end of the year, the government's will to hold out against strikers appears to be weakening.

On Wednesday it gave into railway workers' demands for higher payments for Saturday working after just six hours of a national rail strike. Today it is expected to reach an agreement with Fides, the union representing doctors and dentists who have been on strike for three weeks.

The coalition currently comprises the Liberals and Chris-

tian Democrats, which have 45 deputies in the 90-seat national assembly. It lost its overall majority at the end of January when the United List of Social Democrats, the successor to the Communist party, went into opposition.

Mr Dusan Kumer, general secretary of the United List, maintains that the present outbreak of strikes is caused by the absence of his party's balancing position in the coalition.

In late March, the United List launched a motion of no confidence against Dr Bozidar Vojic, the health minister, alleging the strike of doctors and dentists had been mishandled and could have been avoided. "We support the doctors' demands, but if the government gives in, it creates a precedent for other groups paid from the budget, and that could destroy the entire wages system," said Mr Kumer.

Slovenia, the first republic to secede from Yugoslavia, has the highest living standards in eastern Europe and achieved growth of 4.8 per cent in 1995 while keeping the budget defi-

cit below 1 per cent of GDP. But high wages and wage growth has been a problem in the five years since independence and it was only after the government, unions and the Chamber of Commerce agreed on an incomes policy - introduced in 1994 - that inflation started falling rapidly.

The country's high average wages are one reason that it has attracted so little foreign direct investment. Mr Igor Strasnik, director of the Ljubljana Institute for Macroeconomic Analysis, says inflation in 1996 is expected to be about 8 per cent, above the 6 per cent forecast.

There will not be a higher deficit than expected if a deal is struck just with the doctors. But there is a threat if there is a deal for all other public workers," said Mr Strasnik.

Critics say that this is exactly the risk facing the government. Its negotiations with the police, doctors and dentists are being closely watched by unions representing teachers and university lecturers, who are expected to be the next to strike if the government shows it is losing resolve.



Cloud of battle: Fighting going on near a Chechen village despite Moscow's declaration of a unilateral ceasefire

Poland debates radical pension reform

By Christopher Bobinski in Warsaw

Pension reform moves to the centre of Poland's political arena today as parliament debates government proposals to ease the cost of future payments for an ageing population and open the way to private retirement schemes.

Supporters of a more radical switch to a fund-based system, which is favoured by the Finance Ministry, are looking to the debate to produce a consensus in favour of compulsory private schemes for new entrants to the job market.

The timing of the debate indicates that the government wants to bring the reforms in this year. The measures would reduce support for the ruling leftwing coalition which appears to want to bring them in earlier rather than later to allow a cooling off period among voters before parliamentary elections in mid-1997.

Critics argue that the proposals essentially retain the costly pay-as-you-go system. Private options would be taken up by a minority of the population, they say.

Opponents are placing their hopes in recent changes in the Polish cabinet. The pension programme gained cabinet approval under the previous labour minister, Mr Leszek Miller.

He has moved on to head the cabinet office and his successor, Mr Andrzej Baczkowski, is ready to discuss modifications.

Supporters of the original programme argue that a full switch to a fund-based system would cost around 5 per cent of GDP for 30 years. They have thus opted for a mixed system where the main burden of pensions would be carried by the state while an extension of the retirement age for women, and changes in the way pensions are calculated, would produce savings.

The more radical plan would leave those who choose the fund-based option with a low traditional pension equal to a fifth of the average national wage, while the bulk of their retirement income would be financed by funds accumulated over their working life.

These would be privately managed and would initially invest around 80 per cent of their contribution revenue in state bonds. This would help plug the budgetary gap which would appear as employees switched from the pay-as-you-go system to private funds. The balance would be invested at home and abroad.

CHECHEN VILLAGES PAY A HIGH PRICE FOR FAILURE OF YELTSIN PEACE PLAN

Since Russia's President Boris Yeltsin announced a unilateral ceasefire 12 days ago as part of his peace plan for Chechnya, fighting in the mountains in the south of the breakaway republic appears to have worsened.

Few in Chechnya admit to being disappointed; most say they had not taken the ceasefire announcement seriously.

But the current military offensive - including puzzling air raids on pro-Moscow Chechen villages - calls into question whether Mr Yeltsin can really come up with a workable plan to solve the problem that threatens to sink him in the presidential election in June.

The Chechen leadership does not talk as if it is eager for compromise. During an interview at his mountain hideout, Mr Dzhokhar Dudayev, the rebel Chechen leader, who in 1991 declared the region's independence from Moscow, hardly sounded conciliatory.

"If they want talks we'll have talks... if they want to settle this with a duel, let's have a duel," he said. "If they want to settle this with fists, well then, with fists. With Russia, you always need to fight."

But Mr Tim Guldmann, a Swiss diplomat who heads a delegation from the Organisa-

tion for Security and Co-operation in Europe (OSCE), which has been in Grozny trying to negotiate peace since last year, remains hopeful.

Mr Guldmann argues that the most important part of Mr Yeltsin's plan is not the promise of a ceasefire, which he calls "unrealistic", but the newly expressed willingness to hold talks with Mr Dudayev, who Moscow once insisted was anathema to the peace process.

Mr Yeltsin said he wanted mediators to initiate the talks and has named several possible candidates, including Mr Nursultan Nazarbayev, president of the former Soviet republic of Kazakhstan.

For his part, Mr Dudayev says he does not want mediators because none of the candidates has the muscle to force Russia to keep its word.

Instead, Mr Dudayev has called on Mr Yeltsin to sack those members of his entourage who are supporting the latest military offensive.

Mr Boris Nemtsov, the liberal governor of Nizhny Novgorod and one of the most forceful advocates of a negotiated settlement, argued yesterday that time was running short for Mr Yeltsin and that there was no other way out.

"There is a need to enter into talks with Dzhokhar Dudayev

without delay," said Mr Nemtsov, who like several other regional governors has made his support for Mr Yeltsin's re-election campaign dependent on an end to fighting in Chechnya.

Meanwhile, Russian commanders in Chechnya still seem to think there are military gains to be made driving the separatists out of their mountain strongholds. Russian troops have indeed made some progress in the past weeks.

There are reports that they have seized some key ground in the high mountain territory near the village of Veden, and have pushed the guerrillas out of Orelkovo, a village that controls access to the stronghold of Banut, which has resisted fierce attack for months.

Since mid-March, several Chechen villages that refused to sign co-operation agreements with Russian troops have been largely laid to waste, sometimes, as in the case of Sernevoisk and Samashki, with much of the civilian population still trapped inside. Recently, the Russians added a new twist, bombing villages such as Shalati, a large part of which was leveled last week, despite the fact its inhabitants had formally declared themselves to be pro-Moscow.

Peter Graff

Additional reporting by John Thornhill in Moscow

Milosevic warned of 'inflationary suicide'

By Laura Slater in Belgrade

A feud between the governor of National Bank of Yugoslavia, Mr Dragoslav Avramovic, and his government yesterday daily newspaper, *Nasa Borba*.

A former employee of the World Bank, Mr Avramovic is under government pressure to abandon tight monetary policy to finance industrial production and spring sowing in the big agricultural sector. In a letter to Yugoslav leaders, he said the country's "currency reserves have dropped to \$300m and continue to fall at a rate of \$1m a day".

Under UN sanctions for 41 months, and hit by the cost of the wars in neighbouring Bosnia and Croatia, production in Yugoslavia has fallen to the level of 1988. Most factories have closed. Metal workers and pensioners are delayed for several months.

Bosnia-Herzegovina has been admitted as a member of the European Bank for Reconstruction and Development, as part of its drive to join the main international financial institutions, writes Kevin Dineen in London.

It was accepted in the International Monetary Fund in

the beginning of a new hyperinflation and a new inflationary suicide," he said in an open letter published yesterday in the Belgrade independent daily newspaper, *Nasa Borba*.

The EBRD was established in 1991 to assist in the transition from centrally planned to open market economies following the collapse of communism in central and east Europe.

Bosnia becomes the 60th shareholder in the bank and the 26th country in which the EBRD operates.

As part of the Bosnian reconstruction effort, the EBRD is taking a leading role in preparing projects in telecommunications, power and transport and in establishing a venture capital fund to support small and medium-sized enterprises. It also intends to help strengthen the banking system.

Meanwhile, the EBRD has been applying pressure on a small number of countries in east Europe to speed up progress towards multi-party democracy and pluralism.

The most serious concerns are understood to be felt about a small number of countries in Central Asia.

The bank has refused to specify in which states it had taken action, but said that in a few cases "progress was felt to be inadequate".

SHAREHOLDER INFORMATION

SETTING HIGH TARGETS

THE 1995 FINANCIAL YEAR:

EARINGS UP 39%; SALES UP 1.5%

VEBA's shareholder-value approach gives earnings growth precedence over sales increases. Gains in earnings outpaced sales and were driven by successful cost-management programs implemented during the past years. The exceptionally positive DVFA/SG earnings trend during 1994 persisted into 1995, surging another 39% and thus reaching a record high of DM 2,113 million.

DIVIDEND INCREASED AGAIN

The Board of Management and the Supervisory Board propose to pay a cash dividend of DM 1.70 per DM 5 nominal share, an increase of 20 pfennigs, reflecting the Group's strong performance.

EARNINGS POWER STRENGTHENED, QUALITY OF EARNINGS IMPROVED

VEBA achieved a substantial surge in earnings as well as a



marked improvement in its quality of earnings. The Chemicals and Oil Divisions once again contributed strongly to this development while Chemicals posted the most impressive gains in earnings. The Electricity Division again further improved its results due to an increase in productivity through streamlining measures. Trading/Transportation/Services

achieved stable earnings on a par with 1994. As expected, the Telecommunications Division, still expanding its operations, closed the financial year with a loss due to startup costs.

POSITIVE OUTLOOK FOR 1996

VEBA has gotten off to a good start in 1996. Sales during the first two months were on a par with the previous year, and earnings slightly outpaced last year's level. However, we will not be able to achieve the exceptional growth trend sustained over the last two years. Due to the absence of the 1995 non-recurring charges and the positive impact of efficiency-enhancement measures, we remain confident that our continued efforts in 1996 will reap additional gains in earnings and thus further enhance value for our shareholders.

If you would like a copy of the 1995 Annual Report, please contact: VEBA AG, Public Relations, Bennigsenplatz 1, D-40474 Düsseldorf, Germany. Tel: +49 211 4579 367, Fax: +49 211 4579 532

Group Highlights

	1994	1995	Change
Sales.....	DM in millions	71,292	72,372
DVFA/SG ² earnings.....	DM in millions	1,521	+ 38.9%
DVFA/SG ² earnings per DM 5 share.....	DM	3.13	+ 38.3%
DVFA/SG ² cash flow.....	DM in millions	7,337	+ 16.8%
Investments.....	DM in millions	8,382	+ 3.6%
No. of employees.....	Dec. 31	126,875	- 1.4%

¹The VEBA Group Consolidated Financial Statements were prepared in compliance with U.S. Generally Accepted Accounting Principles (U.S. GAAP). Insofar as permissible under German commercial law, 1994 figures were adjusted to allow for comparison.

²German Society of Investment Analysts/Schulmobil-Gesellschaft

VEBA

NEWS: INTERNATIONAL

Israeli gunships blast Beirut

By Mark Dennis in Jerusalem

Israel yesterday launched air strikes against Beirut and other parts of Lebanon using helicopters and jet fighters in retaliation against rocket attacks by Iranian-backed Hezbollah on its northern settlements.

In Israel's first attack on Beirut since its 1982 invasion, helicopters fired rockets into the southern suburbs, demolishing a building in the heart of an area controlled by Hezbollah, whose guerrillas are fighting to dislodge Israel from its self-declared security zone in southern Lebanon.

At least four Lebanese civilians were killed and nine wounded.

The Israeli action also targeted Hezbollah strongholds in the Bekaa Valley in eastern Lebanon and areas just north of the security zone. A Lebanese soldier was killed and two wounded when their checkpoint was hit near the southern port city of Tyre.

Gen Amiram Levi, Israel's northern front commander, said he expected the strikes to last several days. They are the strongest action yet in the latest round of tit-for-tat violence, which

follows the killing of an Israeli soldier on Wednesday, the seventh since the beginning of March on the last remaining Arab-Israel war front. The raids put further strain on Israel's relations with Syria, which Israel says could reign in Hezbollah if it chose to. Israeli-Syrian peace negotiations have been stalled since December.

The US urged all sides to exercise restraint. Mr Shimon Peres, Israel's prime minister, is trying to project a hawkish, security-conscious image in the run-up to national elections on May 29. The recent rash of suicide bombings by Palestinian Islamic fundamentalists has severely cut what was once a commanding lead by Mr Peres over his rival, Mr Benjamin Netanyahu, the opposition Likud leader.

Hezbollah launched several Katyusha rockets, small and inaccurate missiles, on northern Israel on Tuesday in retaliation for what it said was an Israeli bomb blast that killed a Lebanese boy on Monday. The attack, which damaged 200 homes and wounded 30 Israelis, followed other rocket attacks over previous weeks that have made the border region extremely tense. Resi-

dents of the northern towns have been instructed to stay in bomb shelters for a third night in anticipation of further Hezbollah attacks.

Until yesterday's air strikes, Israel had largely followed a policy of restraint against Hezbollah, partly under US pressure.

Syria, the de facto power in Lebanon where it has 35,000 troops stationed, said the attacks would harm the Middle East peace process.

"What Israel did in Lebanon today has only one name. It is aggression," state-run radio said, giving Syria's initial reaction to the raids.

"This Israeli aggression and terrorism will have its consequences which would harm the peace process," the radio said.

Mr Rafik Hariri, Lebanese prime minister, said the strikes would "only create more military operations and this vicious circle will continue. If they are looking for a solution, the solution is to withdraw from Lebanon's territory."

The last big Israeli ground action, to clear Hizbullah from the border area, in July 1993, resulted in 130 Lebanese deaths.

Lebanon delays bond issue, Page 34



A man and his daughter flee Israeli air strikes on the Bir al-Abad suburb of Beirut

African states sign up for ban on nuclear arms

By Bernard Gray,
Defence Correspondent and
James Whittington in Cairo

Africa yesterday declared itself nuclear weapons-free zone when 45 states signed the Treaty of Pelindaba at a ceremony marked by Russian reservations about the document.

Named after the birthplace of the nuclear arsenal which South Africa later dismantled, the treaty bans the possession or deployment of nuclear weapons throughout the African continent and the islands around it.

Russia refused to sign two protocols, ratified by the US, Britain, China and France, the four other nuclear powers, pledging not to fire, test, transport or dump nuclear weapons or nuclear waste in Africa.

There are still substantial stumbling blocks. Russia has yet to agree to a complete ban on even the tiniest nuclear tests, while China insists that it should be allowed to conduct peaceful nuclear explosions. Any exemption for China would make a mockery of the entire treaty.

India is also seeking to the agreement to a CTBT to firm progress on nuclear disarmament: a move which is being firmly opposed by the nuclear weapons states. This reflects a view among many nations in the developing world that the treaty would enshrine nuclear knowledge in a few compelling countries while not compelling them to disarm.

Also limited to the margins in Moscow will be discussion of any further nuclear arms reduction treaties between the US and Russia.

The Start II treaty, which limits each country to 3,500 strategic nuclear warheads each, has still not been ratified by the Russian Duma. Even so, US negotiators may want to begin work on a Start III accord, which could cut each side's arsenal to less than 1,500 warheads.

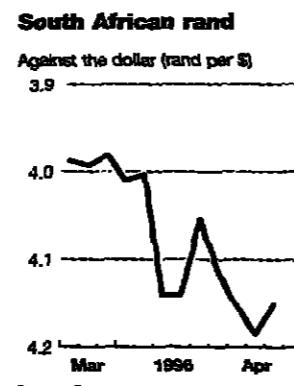
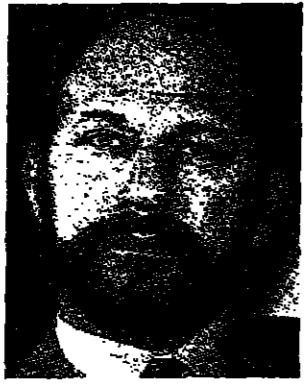
The increasing opposition to nuclear weapons from non-nuclear regions will put additional pressure for disarmament on G7 leaders, who are meeting Russian President Boris Yeltsin to discuss nuclear security in Moscow in 10 days time.

South America, Antarctica, the South Pacific and now Africa are all bound by agreements not to possess or store nuclear weapons, or to dispose of nuclear waste on their territories. Although these treaties are regarded as partly symbolic, they play a role in building confidence that regional arms races will not develop, and help prevent the proliferation of nuclear weapons.

Such treaties highlight the division between the non-nuclear weapons states, who are publicly declaring themselves against the further spread of nuclear materials, and the nuclear weapons states, who

S African struggle turns to economic front

Unions and big business are squaring up for a fight over a strategy for growth, writes Roger Matthews



There was no broader smile during the swearing-in ceremony for new members of the South African government last week than that of Mr Chris Liebenberg, the outgoing minister of finance. His former colleagues pumped his hand, his wife looked relieved and currency traders marked the rand down a further 10 cents against the dollar.

Perhaps more important, the departing minister had also just caught sight of what the trade unions were demanding from him. should he have stayed on.

Mr Liebenberg had been the very model of a finance minister during a testing political transition. A life-long banker, his courteous conservatism deflected political criticism, and his penchant for cufflinks bearing the South African flag symbolised his commitment to the new political order.

But the run-up to his second and final budget last month had shown the apparent consensus over economic priorities was fraying, and would increasingly become a political battlefield on which he was ill-disposed to participate.

South Africa's biggest employers, and the trade

unions, are now squaring up to each other with undisguised ideological hostility. Caught between them is the new finance minister, Mr Trevor Manuel, the first member of the African National Congress to hold the portfolio.

This week is proving a tough baptism. The rand has dipped to successive all-time lows against the dollar, the minister is locked into an intensive round of meetings with members of his new department, and he is preparing for a tour of international financial capitals next week during which he will be expected to provide a reassuring view of South

Africa's economic future. That reassurance might have been more easily supplied if Mr Manuel had not become instantly sandwiched between two documents which offer diametrically opposed views on how to achieve the 6 per cent sustained annual growth which all sides agree is necessary to cut the 33 per cent unemployment rate, and ease some of South Africa's most glaring social inequalities.

The country's biggest 50 companies fired the opening salvo with policy proposals that included slashing the budget deficit, rapid privatisation, accelerated dismantling of

exchange controls, cutting company taxes, streamlining government spending, and relaxing conditions of employment. Mr Tito Mboweni, the labour minister, responded briefly on behalf of the ANC. The plan, he said, was absurd, and completely ignored the country's social and political realities.

The three labour federations, headed by the Congress of South African Trade Unions (Cosatu), have been even more outspoken. Their document, "social equity and job creation", contradicts the corporate sector on almost every issue. It vigorously attacks the "stranglehold of big business", proposes a range of new and higher taxes on companies and the wealthy, does not want exchange controls abolished, urges a review of plans to reduce tariffs, and demands that employers should pledge not to sack any more workers.

The unions are specifically seeking a 5 per cent rise in the top marginal tax rate for those earning over R200,000 (\$48,640) a year, a capital gains tax, and a tax on luxury goods. They want legislation to force pension and provident funds to use 5 per cent of their funds to purchase government develop-

ment bonds, and a three-year 5 per cent levy on companies' pre-tax profits.

This additional revenue, estimated at over R40bn, plus a larger contribution from the exchequer, would fund a massive housing and public works programme. In addition, the unions have proposed a levy of 4 per cent on the payroll of companies with an annual turnover of over R500,000, to be used to pay for the training and development of the workforce.

There are other things, too. Such as the introduction of a 40-hour week, plans to dissuade workers from doing overtime, and a two-month timetable for the unions' anti-trust commission to propose ways of breaking the concentration of power in the hands of the big conglomerates. All these issues will be raised and fought for in the National Economic, Development and Labour Council (Nedlac), the forum designated for government, unions and employers to achieve consensus on key economic issues.

Inevitably, there is a degree of posturing on both sides, but the adoption of such radical opening stances carries the cost of having to make far greater public concessions if agreement is ever to be reached. It also makes Mr Manuel's task even more difficult because of the risks he runs of being labelled as more sympathetic to one side or the other.

Many of the union demands could be dismissed if only because of their huge potential damage to domestic and foreign investor confidence, but Cosatu remains a key element in the tripartite alliance with the ANC and the communist party. Its political muscle should not be underrated. It successfully blocked Mr Liebenberg's plan to include in the budget a 1 per cent increase in the rate of value added tax, and has for the time being checked the government's tentative privatisation plans.

As minister of trade and industry, Mr Manuel showed a willingness to face tough issues and square up to special interest groups. He believes that South Africa must modernise to compete internationally. He also intensely dislikes being lobbied. Even after just a week in office, he also probably understands better why Mr Liebenberg was smiling so broadly.

Appeal to middle-class voters

Clinton acts on pensions and abortion

By Patti Waldmeir
in Washington

In an attempt to assuage the economic insecurities of middle-class voters in an election year, President Bill Clinton yesterday announced proposals to make pensions more secure and portable.

The White House said yesterday that nearly half of all private sector workers were not covered by pension plans. The president said he wanted to make retirement "something Americans look forward to, not dread," adding that his proposals would help achieve that.

The proposals would increase pension coverage of employees in small businesses - where the majority of new jobs are now being created - and make it easier to carry pensions from one job to another, an important measure at a time of high job turnover.

Many of the ideas contained in the proposals have been introduced in Congress before, and stand little chance of passage.

Senator Bob Dole, the presumptive Republican presidential nominee, yesterday attacked President Clinton's decision, saying "a partial-birth abortion blurs the line between abortion and infanticide and crosses an ethical and legal line we must never cross."

Mr Clinton held an emotional White House ceremony to veto the bill, attended by five women who had undergone the procedure and spoke tearfully about how they had overcome their reluctance to do so.

There is likely to be insufficient support in Congress to overturn that veto.

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Caldera set to swallow the medicine

But Venezuela's president is a reluctant IMF pupil, writes Raymond Colitt

A few months after Venezuela plunged into financial crisis in 1994 when the state was forced to spend \$7bn rescuing more than half the country's banks, President Rafael Caldera declared he would not "get down on his knees before the International Monetary Fund".

Today he appears about to swallow most of the bitter medicine prescribed by the IMF to rescue the floundering economy. Mr Teodoro Petkoff, the planning minister, announced this week that the government was to adopt a comprehensive economic stabilisation programme, which would include the removal of foreign exchange controls, and was close to reaching a preliminary accord with the IMF.

Why the about-face by Mr Caldera? Certainly not because he is convinced by the IMF-inspired reforms, says Alfredo Cossutio, head of the polling firm Consultores 21.

"He doesn't believe in it, he

doesn't want it, but he has no choice but to implement [the reform package]," says Mr Petkoff.

With economic indicators

worsening and the government's popularity waning, the president's room to manouevre has all but vanished. Annualised inflation, already Latin America's highest at 76.1 per cent, could reach three digits in coming months, the non-petroleum sector is in its third year of stagnation, and the budget is short by 6 to 7 per cent of gross domestic product.

"There is no more time for a gradual approach," says Mr Petkoff.

Pressure by industry and

labour alike mounted in recent months as it became evident that the government's increasingly unwieldy exchange rate policy was exacerbating macroeconomic distortions.

An overvalued fixed bolivar temporarily fuelled consumer imports and a spending spree of Venezuelan travellers abroad. Negative real interest rates prompted additional capital flight, consuming some \$20bn in reserves by mid-1995.

Today a further tightening of controls and reduced allotments of foreign exchange late

last year helped reserves to recover to the current \$10bn, the foreign currency shortage caused a scarcity of a range of goods, from imported floppy disks to telecommunications equipment.

Businesses were forced to cut back operations and one airline had to ground many of its aircraft because of a shortage of imported spare parts.

"The government is buying time by plugging one loophole after another," said one Caracas analyst. "The differ-

ence between the official and parallel exchange rates grew out of control and the system collapsed under its own weight."

Yet returning to market forces and freeing the exchange rate will require a serious balancing act in an economy which, in Mr Petkoff's words, resembles "a house on fire".

Everything points to a devaluation, at least as a first step. "The accumulated pressures in the foreign exchange market," says Mr Gustavo Garcia, an economist at the graduate business school IESE, "is likely to provoke a devaluation of between 50 and 60 per cent."

With confidence in the national currency at an all-time low, the IMF urged a rapid rise in interest rates from a current negative 35-40 per cent in real terms to make bolivar investments more attractive and to avoid an excessive run on the currency.

Whatever the scenario, economic authorities expect that initial capital flight will burn a "sizeable amount" out of the

country's reserves, which independent economic analyst, Mr Orlando Ochoa, estimates could be as much as \$1.5-2.5bn.

Restoring confidence in the bolivar and stabilising the economy, most analysts agree, requires above all fiscal discipline. As a result of the current talks with the IMF on a \$2.5bn standby agreement, targets are crystallising.

To cut the inflation-fuelling budget deficit from 7 per cent to within 1 or 2 per cent of GDP, the government intends to adopt a five-fold increase in petrol prices, boost the wholesale tax to 16.5 per cent and jump-start its stalled privatisation plan. Sales this year could bring in as much as \$1.5bn.

Some foreign investors sense that differences within the government could hinder the successful implementation of reforms.

Says Mrs Joyce Chang, head of the emerging markets division of Merrill Lynch in New York: "There seem to be differences within the cabinet as to how far and how fast to go with these measures."

He adds that both measures need to occur simultaneously.

"The idea behind the planned devaluation is to compensate for backed-up foreign exchange demand, while the increase in interest rates is to prevent the bolivar's future depreciation."

It also remains unclear whether the bolivar would subsequently be allowed to float freely or within a band system, though Mr Petkoff indicated that under the new regime the central bank would intervene to prop up the bolivar.

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Vietnam oil deal prompts China warning

By Jeremy Grant in Hanoi

Vietnam has signed a contract with Conoco of the US to explore for oil in an area of the South China Sea claimed by China, prompting a warning by Beijing yesterday and bringing a long-running territorial dispute back into the spotlight.

On Wednesday, Conoco agreed on joint drilling with PetroVietnam, the state oil agency, of two blocks in the Vanguard Bank, about 350km east of the Vietnamese coast.

The Chinese foreign ministry said the deal could not go ahead as it was in Chinese waters. Beijing refers to the area as Wan 'An Bei and says

it belongs to China, part of a bigger claim extending across much of the South China Sea, including the Spratly islands.

Hanoi says the Wan 'An Bei area, which it calls Tu Chinh, is an integral part of its continental shelf.

Diplomats see the area, criss-crossed by shipping lanes, as a potential flashpoint for conflict between China and Vietnam, possibly involving Malaysia, Taiwan and the Philippines, which also claim all or part of the Spratlys.

China has said it will reject any attempt to submit the dispute to international jurisdiction as it prefers to settle any disputes bilaterally.

The Conoco contract is the latest move in a four-year tit-for-tat between Hanoi and Beijing involving awards by the two rivals of exploration contracts to foreign companies, all from the US. Washington has declined to take sides.

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At the time, Vietnam condemned the Crestone move as illegal and a violation of Vietnamese sovereignty. But in early 1994, Mobil of the US won

a licence from Hanoi to drill for oil in the Thanh Long (Blue Dragon) field, not far west of Vanguard Bank. China said this violated its territory.

Finally, in August last year, Vietnam repeated its opposition to the Crestone contract, adding it intended to carry out exploration in the Wan 'An Bei area.

Relations between the two countries, which fought a brief but fierce border war in 1979, have been improving in recent months. Rail links suspended since the war were re-established in February and both sides pledged themselves to boost trade ties.

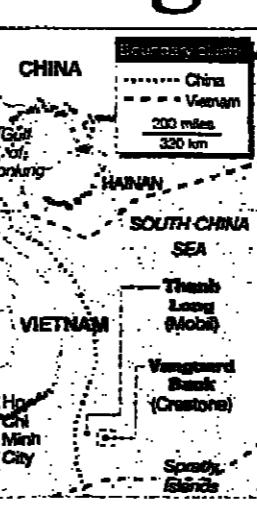
Conoco is understood to have

been eyeing the two blocks for years.

A study carried out last year by Covington & Burling, a US law firm, concluded that under international law Vietnam had a stronger claim to the disputed territory than China.

Richard Waters adds from New York: Conoco refused to say when it planned to begin drilling, but hinted it was unlikely to invest heavily in the two blocks until the territorial dispute was settled.

"Obviously, this [the dispute] will have an impact," an official said. "The sovereignty issue is something that will have to be resolved by China and Vietnam, not by Conoco."



Relief over Japan budget vote

By William Dawkins and Gerard Baker in Tokyo

The Japanese government yesterday won political breathing space with the parliamentary adoption of this year's ¥75.100bn (US\$625bn) budget, thanks to an ambiguous accord to freeze a plan to use public money for liquidating bankrupt housing loan companies.

Passage of the budget, which includes the sharpest rise in public spending in five years, removes a short-term uncertainty over the Japanese economy's recovery just days before Prime Minister Ryutaro Hashimoto is to hold his first summit talks with US President Bill Clinton.

Japan's lower house of parliament cleared the budget yesterday, ending more than a month of deadlock created by the main opposition party's refusal to co-operate until the government removed from the budget the ¥685bn controversially earmarked for the *jusen* housing lenders.

Opposition politicians had staged an unprecedented sit-in outside the meeting

place of the house budget committee in an attempt to embarrass the government. Under Wednesday's accord, both sides agreed to suspend the *jusen* package pending agreement on the fine detail of how the liquidation would proceed. The budget is due today to go to the upper house, the final legislative step.

The *jusen* accord was greeted with widespread disappointment in Tokyo for leaving unclear the government's willingness to allocate public funds to help clear the bad debts of Japan's weaker small banks, of which the *jusen* represent a small part.

Mr Yasuo Matsushita, governor of the Bank of Japan, the central bank, reminded a seminar yesterday that bad debts at the housing-loan companies and other financial institutions, officially estimated at ¥38.000bn, remained a pressing problem.

Foreign economists were even less impressed. "This is ambiguity by decision. The government can tell the opposition it has abandoned the use of public funds and tell foreign investors the *jusen* issue is being resolved. But nobody is any wiser...

This is not good for the international position of the government or the economy," said Ms Mieko Sasaki-Smith, senior economist at Morgan Stanley in Tokyo.

Mr Jeff Young, political analyst at Salomon Brothers Asia, predicted the government would fail to get an agreement on *jusen* funding by the end of this parliamentary session on June 19. "The accord is just a temporary reprieve," he said.

Mr Hashimoto's position as prime minister has not been under serious threat so far in the *jusen* battle. But the New Frontier party (NFP), the main opposition group, is seeking to discredit Mr Koichi Kato, secretary-general of the prime minister's Liberal Democratic party. The NFP had demanded Mr Kato face parliamentary questions on allegations he had received political donations from a company which borrowed from a bankrupt *jusen*.

Political experts believe the NFP could precipitate a general election by forcing Mr Kato to resign, thereby fatally weakening the coalition. A general election is not legally required until July next year.

'Decision' is a mere illusion

Tokyo's *jusen* deal has settled nothing, writes Gerard Baker

After four months of apparently endless deadlock, Japan's lower house of parliament yesterday approved, in remarkably short order, the national budget for the current fiscal year.

The brief debate in the plenary session concluded with a large majority in favour of the ¥75.100bn (US\$625bn) budget, which includes the controversial ¥685bn bail-out for the country's bankrupt housing loan companies.

But passage of the bill, which has on occasions this year threatened to topple the government of Mr Ryutaro Hashimoto, occasioned no celebration in official circles last night for the simple reason the "decision" was merely another decision to procrastinate.

Though it settles the bulk of the government's finances for the next year, on the crucial and highly unpopular bail-out plan it probably does no more than pave the way for at least another couple of months of haggling between opposition and government.

The opposition New Frontier party (NFP) decided on Wednesday to stop blocking a vote on the budget only when the government agreed to insert in the bill an apparently innocuous clause which in fact leaves debate almost exactly where it was four months ago.

The clause says the ¥685bn

will be released for the liquidation of the housing lenders, or *jusen*, only after a "framework for the liquidation has been established". This neatly ambiguous phrase was immediately construed differently by the two sides.

For the opposition, it means the whole question of public money for the *jusen* bailout is once again under discussion. A parliamentary committee will now examine the package in more detail.

Opposition members intend to use the deliberations to get the government to change the plan. They want the banks, the leading creditors of the *jusen*, to take a much larger share of the liquidation costs with a corresponding reduction in the share the public is being asked to provide.

However, for the ruling coalition, the clause is simply an affirmation of its own plan for the liquidation, with the ¥685bn intact. A number of parliamentary bills, at present awaiting debate in the lower house, relate to the *jusen* liquidation.

These include the establishment of a special body to take over the assets of the bankrupt companies and a series of changes to the country's deposit insurance laws. Only when all these have been passed will the full *jusen* package be in place.

That, say officials, is the

meaning of the ambiguous clause. All parliament has to do is to approve those measures and the money will be released as planned.

According to a finance ministry official, the "framework" mentioned in the new clause is merely "the framework already envisaged in the *jusen* liquidation plan".

In short, the "compromise" appears to have settled nothing. Though the government enjoys a comfortable majority in parliament, it still seems reluctant to ram its interpretation of the plan through the house for fear of further exciting public hostility.

Instead the long process of trying to forge consensus where none exists will ensure the debate drags on, at least until the end of the parliamentary session in mid-June.

While the pantomime continues, the uncertainty over its eventual outcome is further exercised the country's financial institutions.

The banks, which are to write off ¥5.000bn in bad loans to the *jusen* as part of the liquidation plan, believe that an early settlement is essential in order to restore full confidence in the financial system and to enable them to begin addressing a host of other problems in their balance sheets.

In such a rosy scenario, who pays the ¥685bn, whether banks or taxpayers, hardly seems to matter.

Asian growth rates set to slip, says development bank

By Edward Luce in Manila

Asia's rapid economic growth is expected to drop slightly in 1996 but the region will continue to outstrip growth rates in the rest of the world, according to a report published by the Asian Development Bank yesterday.

The bank's annual Asian Development Outlook says the mild slowdown from an average 7.9 per cent in 1995 to 7.1 per cent in 1996 and 6.4 per cent in 1997, owing to their increasing economic development.

Growing labour constraints in the NIEs, coupled with widening current account surpluses, will further strengthen the trend towards outsourcing of manufacturing investments to other parts of the region.

Efficient recycling of these surpluses will help lower inflation from 4.8 to 4.5 per cent

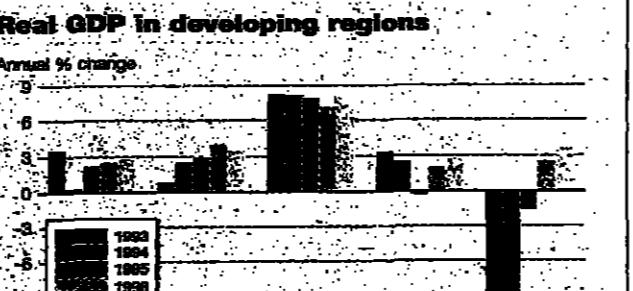
in 1996, the report predicts. A large share of NIE foreign investment would be channelled towards south-east Asian countries such as Malaysia, Thailand, Indonesia, the Philippines and Vietnam, where average growth is expected to drop slightly from 7.9 to 7.8 per cent this year and 7.6 per cent in 1997.

The report warns that widening current account deficits in Thailand, Indonesia and Malaysia, which saw its current account gap leap from 5.9 per cent of gross domestic product in 1994 to 8.9 per cent last year, must be counterbalanced by prudent management.

Though largely accounted for by capital goods imports for infrastructure development rather than higher domestic consumption, higher capital inflows to the leading south-east Asian economies pose the threat of greater currency instability and higher inflation.

"This adverse trend in the composition of capital inflows needs to be arrested," the report warns.

Conversely, the report applauds China for successfully applying the monetary brakes last year to rein back the threat of inflation, now pre-



dicted to drop to 10 per cent in 1996 from 21.4 per cent in 1994.

Beijing's mildly contractionary stance would slow GDP growth in 1996 from 10.2 to 8 per cent this year.

The report says, however, that failure to tackle the growing indebtedness of state-owned enterprises in China from 23 to 28 per cent in India, subcontinental savings rates are far below levels in east Asia.

The report cautions India and Pakistan to check rising external debt levels, which last year reached debt service ratios of 27 and 38 per cent respectively.

Mr Vishwanath Desai, the ADB's chief economist, said in Hong Kong yesterday that the Asia Pacific's impressive performance was due to the region's growing openness and economic integration.

Average growth in India, Pakistan, Bangladesh, Sri Lanka, Nepal and Bhutan rose from 5.8 per cent last year to 6.5 per cent in 1996 and 6.4 per cent in 1997.

Regional agreements to reduce trade barriers were vital to the continuation of Asia's rapid economic expansion, he added.

India Survey, Pages 29-33

ASIA-PACIFIC NEWS DIGEST

Australia plans E Timor query

Mr Alexander Downer, Australia's new foreign minister, expects to raise the subject of East Timor with members of the Indonesian government when he begins a four-day official visit to the country next week. The issue of human rights in East Timor has been one of the more difficult elements in the two countries' recent relationship.

Mr Downer warned against excessive focus on the issue, saying a danger existed of hardening attitudes rather than softening them.

"We have got to work the most productive approach... we want to see political evolution in East Timor, there's no question of that, but in the end the Indonesian government are going to make decisions about that," he said.

The Indonesian visit will be the first stop on a week-long South-East Asian trip which will also take in Singapore and Thailand. Mr Downer, was at pains to stress the new conservative government would make closer engagement with US its "highest foreign policy priority".

Rapid growth rates in Asia could pose problems, as well as opportunities, for Australia, he added. Investment demands of the region could raise the cost of capital, he

Nikki Tait, Sydney

Singapore libel damages award

The Singapore high court yesterday ordered a US academic to pay Mr Lee Kuan Yew, the island's former prime minister, at least \$110,000 (US\$71,430) in libel damages for writing an article attacking its judiciary.

Mr Lee had filed the personal suit against Mr Christopher Ling four months after three executives of the International Herald Tribune, which published the contentious article.

Mr Justice S. Rajendran said Mr Ling "was jointly liable with the other defendants for the \$110,000 and solely liable to the plaintiff for the additional \$310,000." Mr Lee's lawyers in late March requested the court to award him substantially in excess of \$300,000 in libel damages from Mr Ling.

Mr Ling, a former senior fellow at the National University of Singapore, who left for the US after he was questioned by police on publication of the article, was not represented in court.

APP, Singapore

Beijing cracks down on hotel TV
Two foreign-run hotels in Beijing are facing "severe punishment" for operating TV satellite equipment without authorisation, telecommunications officials said yesterday.

The Beijing Hilton and the China Resources Hotel have both been found to have illegally installed and used satellite facilities, and will "both meet severe punishment very soon". The Xinhua news agency quoted an official as saying.

Mr Palle Jensen, the Hilton's acting general manager, said he was mystified by the decision, which resulted from an investigation at the hotel on Wednesday by officials from the municipal bureaux of radio and television, public security and state security.

"We had been given temporary permission to operate the satellite equipment, but now it seems that permission has just been taken away," said Mr Jensen.

Only hotels with three stars or more are allowed to provide guests with satellite programs. The Hilton's application has been under consideration for more than a year, but Mr Jensen said temporary permission to operate a satellite service had been granted on the grounds that the hotel was almost certain to receive a five-star rating.

APP, Beijing

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NEWS: UK

Bank reveals it is target of bomb campaign

By Stewart Darby and John Mason in London

Barclays Bank staff severely criticised senior management yesterday for not giving them sufficient warning of a 15-month letter-bomb campaign against the bank.

The bank yesterday rejected allegations from Unifi, the banking union, that it had given its 64,300 staff grossly inadequate warnings about vigilante. On one occasion before Christmas in December 1994 we were told all staff not to open any letters at all, although this was a temporary measure," he said. The police wanted to keep the operation low-key, in hopes that the "bomber" could be lured into tripping himself up.

The assurances failed to satisfy Unifi, which represents two-thirds of Barclays staff. It accused Barclays of "completely irrational secrecy". Mr Paul Snowball, the Unifi general secretary, said the low profile of the bank's warnings meant staff thought they were purely routine. "The proof has been in the hundreds if not thousands of calls the union has received from bank employees who are terrified for their safety," he said.

When Mardi Gras started his operations he instructed police and the bank to communicate with him through coded messages in the personal columns of the Daily Telegraph. After bank and police messages failed to elicit a response, the bomber last week broke cover by writing to the Daily Mail.

In a letter he wrote: "Mardi Gras is the codename of a small group of Barclays bank victims who are in the process of reversing the tide of fortune into their favour. We are amazed that a bank or company appears to be able not to care who gets injured and get the police to keep quiet about it."

The official, who asked not to be named, said: "We have made a lot of people redundant, it is true, but most of these left voluntarily. I would think the bomber is more likely to be a bitter former customer - a small businessman or something."

NOTICE OF SPECIAL REDEMPTION
To the Holders of:
Stitching Restructured Obligations Backed by Senior Assets 2 (ROSA 2) and Restructured Obligations Backed by Senior Assets 2 (ROSA 2) B.V.

Secured Senior Floating Rate Notes due January 15, 2002 (the "Notes")
Common Code 003570061 and IC Number XS0035700615

Pursuant to Section 9.03 of the Indenture dated as of January 10, 1992 (the "Indenture"), pursuant to which the above-referenced Notes were issued, notice is hereby given that on the April 15, 1996 Quarterly Payment Date (such date hereinafter referred to as the "Special Redemption Date"), the Notes, in whole or in part, are subject to special redemption (the "Special Redemption") pursuant to Section 9.01(b) of the Indenture in order to effect principal payments thereof. Accordingly, on the Special Redemption Date, the Notes will be redeemed at an aggregate Redemption Price equal to 100% of the Senior Note principal amount available on Quarterly Payment Date, the pro-rata share of the Special Redemption for the EuroNotes will be \$65,500,000, plus the accrued interest thereon at the Senior Note interest rate through the day preceding the Special Redemption (the "Redemption Price").

In accordance with the Indenture, payment of the Redemption Price shall be made against presentment and surrender of your EuroNotes at the office of the Issuer, attached. Interest on your EuroNotes called for the Redemption Price will cease to accrue after the Redemption Date. Presentation of EuroNotes should be made at the office of State Street Bank Luxembourg S.A. at the following address:

State Street Bank Luxembourg S.A.
47 Boulevard Royal
L 275
L 3449 Luxembourg

The following EuroNotes have been selected by the Trustee in accordance with the provisions of Section 9.01(b) of the Indenture for the Special Redemption. In accordance with the Indenture, principal payments on the EuroNotes to be redeemed shall be in integral multiples of \$50,000.

Note Numbers

1	51	93	146
2	52	103	148
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4	54	105	150
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Editorial comment, Page 19

Carmakers are warned of resistance by consumers

By John Griffiths in London

The traditional link between economic recovery and rising sales of new cars may have snapped, leaving carmakers facing an indefinite future of stagnant or even declining sales, warn the authors of a new study.

A combination of economic, social and political changes may be "fundamentally transforming the market", says the study by the Centre of Automotive Industry Research at Cardiff Business School. One of the authors, Professor Garel Rhys, is also the House of Commons' industry committee's adviser on motor industry affairs.

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Some of the old distinctions have frankly become meaningless'

Labour leader shreds party dogma

By Robert Peston in New York, and John Kampner in London

Mr Tony Blair, leader of the opposition Labour party, yesterday made an audacious bid for the centre ground of British politics in a speech which discarded much of his party's traditional economic approach and ideology.

Proclaiming that a Labour government would be "of the radical centre" - and pointedly not of the left - he said that "some of the old distinctions between left and right have frankly become meaningless".

Speaking to the British American Chamber of Commerce in New York, he said the era of "all encompassing ideologies in battle to the death" was over. However his remarks are bound to inflame

Relative prices of cars in UK and US

Model	US price	UK price
Hyundai Accent	5,267	8,988
Ford Contour/Mondeo 2.0	8,887	13,185
Honda Accord 2.3	12,945	14,305
Ford Probe 16V	9,082	17,185
VW Jetta 2.0 GL	9,281	14,980
Mazda MX-5 1.8S	11,687	17,595
Honda Pronto 2.3	12,557	20,895
Seat Toledo 2.3 3-door	15,644	17,995
BMW 318i	15,981	17,220
Audi A4 2.8/2.2	17,278	22,115
Volvo 850 2.0/2.3 5-door	17,281	22,300
Mercedes C220 Elegance	20,179	26,000
Lexus LS400	34,490	45,985
Honda/Acura NSX	54,116	68,245

Exchange rate: 0.652

Source: *Road & Truck 95 Buyers Guide*, Complete Car

that it had lost its once strong aspirational appeal; while the fragmentation of households as a result of a rising divorce rate and other social change were rendering the "family car an object of declining relevance".

But subsidised company car ownership is not sustainable in the longer term, say the academics. As the company car market becomes reduced to essential users only, so remaining new car buyers will become even more price-sensitive. "In addition, the decline in company car purchases will contribute to a general down-sizing and less of a willingness to pay a premium for a prestige badge."

A shift in disposable income towards older buyers, with other priorities than buying new cars, was also a factor. Not least, changing social attitudes towards the car meant that onies as a mode of transport: "There appears to be a transformation under way from actively desiring car ownership to one of ownership under sufferance in the face of myriad difficulties."

Japanese brands win top rankings

Japanese carmakers and their dealers continue to deliver levels of customer satisfaction that their British and other rivals "singularly fail to match", the third annual survey of car satisfaction in the UK by the US marketing information company, JD Power and Associates, has concluded. John Griffiths writes.

Japanese vehicles took all top ten places in the survey's ranking of more than 70 cars on aspects of ownership such as quality of construction and reliability, while only two European companies - Volkswagen's Skoda subsidiary and BMW - made it into the "top ten" list of the companies with which consumers felt most overall satisfaction.

While relatively new to Europe, JD Powers' similar surveys of the North American market are treated with a mixture of fear and reverence by manufacturers and dealers, and are acknowledged to have a significant effect on buying patterns.

The academics produce statistics showing Britons and other Europeans typically paying 30 per cent more for their cars than Americans and argue that excessively high prices - due partly to equipment levels superfluous to most car buyers' needs - are also playing their part in market stagnation.

Not least, they cite the car's declining efficiency as a mode of transport: "There appears to be a transformation under way from actively desiring car ownership to one of ownership under sufferance in the face of myriad difficulties."

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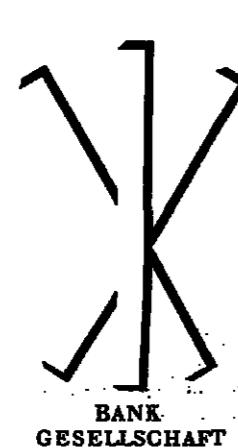
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or contact:

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RECRUITMENT

JOBS: Different approaches to tackling problems and generating ideas

Daydreams working in Wonderland

Remember those lessons during your school days when your mind began drifting away from the subject? The knack was to refocus occasionally on the lesson so that you could appear attentive when challenged. You were instructed constantly to pay attention and anyone caught daydreaming was admonished.

By the time formal education has given way to paid work, our minds have become disciplined from preserving a sense of formality and correctness, accompanied by respect for authority and a fear of embarrassment or making mistakes.

In meetings there is a certain form to be observed, a deference to the chairman. In such circumstances, the working relationship is often defined by competitiveness and points-scoring.

But there is a danger that useful contributions and ideas will be stifled because some people are afraid to speak up. Those who do so often find their comments immediately dismissed either by colleagues who are instinctively negative or by a chairman who is uninterested in any idea but his own.

At your next meeting, listen carefully to how many times you hear the phrase "Yes but" as a rejoinder to a remark. You may find yourself saying it, because most of us have become conditioned to listing the reasons against a proposal. The cons tend to be weighed more readily than the pros. This may be

channelled towards effective results through a learnable format.

Prince observed that work tends to be governed by concerns for preserving a sense of formality and correctness, accompanied by respect for authority and a fear of embarrassment or making mistakes.

Some companies try to introduce deliberate informality - going away to a country house, having a brain-storming session, kicking ideas around. For advertising agencies and marketing firms, the production of ideas can be almost second nature, but many other businesses find it difficult to let go of formal structures.

The Synectics processes are designed to stimulate and tap into the daydreaming state that was widely suppressed during our school days. Its theory holds that not only is it possible to let the brain wander, but the discoveries of these mental excursions can be introduced into problem-solving sessions, pursuing what some may regard as flights of fancy.

The first thing it advocates is getting rid of the chairman, so the role

is effectively split. The ideas session is controlled by a problem-owner and a facilitator. The rest of those present are resources - those who throw in ideas.

The facilitator merely guides the process, like a football referee, while the problem-owner decides which solutions he wants or in which direction the process should head. The various roles are interchangeable should there be several people with problems or issues that need addressing at the same meeting.

While this structure may not, on the face of it, seem particularly remarkable, it does reduce this problem of contributions being disregarded or of the meeting being swamped by the views or prejudices of the chairman. The facilitator can express views only if he hands over the process guidance to another.

So how does the process work? The problem is outlined at the beginning of the session, when contributors are also given an idea of how much power to bring to bear on a solution the problem-owner may have, what has already been tried, and what may be the outcome

of the ideal solution. The facilitator sets a time for the meeting and the various processes and accepts and writes down all the ideas on a flipchart.

The next stage demands that those who are going to contribute ideas begin daydreaming in stages, what Synectics calls "in/out listening", making notes all the while of the ideas generated by daydreaming.

Because of the tendency of people to discount ideas, contributions at conventional meetings tend to be dressed up with a presentational preamble. This is unnecessary when all ideas, however bizarre, are received and noted. Synectics refers to this early process of generating options as springboarding - the introduction of related ideas that have a problem-solving focus preceded by the phrases "How to", "I wish" or "I need a way".

When the exercise was used by Synectics at a recent session with a product manager of a large consumer goods group who was seeking ideas for improving quality control among suppliers, the springboarding ideas ranged from

"Have you really never heard of..."

George Prince advocates "assuming positive intent" as the response to such discounting. The idea is to meet a piece of criticism with a phrase such as "That is a very different view from mine. I would be interested in exploring where we agree and where we differ."

Another way to be positive might be to say "Yes and" rather than "Yes but". Anyone who has found themselves being challenged by a barrister in the witness box might welcome the disarming nature of such responses. It is rather like Mahatma Gandhi's tactic of lying down in the road in front of horses.

Prince's ideas on conducting meetings have been around for some time. While they have been adopted in some companies, the rigidity of hierarchies has not always worked in their favour. They may find greater recognition today in the newer models of delayed management structures. They buck human nature but if they make people appreciate the way that the contributions of others can so easily be stifled, they could have a place in many areas of enterprise.

• *The Synectics approach is outlined in a book called Innovation & Creativity by Jonne Cesarini and Peter Greatwood, published by Kogan Page, price £12.95.*

Richard Donkin

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The EIB, the financing institution of the European Union, is currently seeking for the "Liquidity Management (Portfolio)" Unit in its Treasury Department in Luxembourg:

Bond Portfolio Manager (m/f)



The EIB's Treasury manages the equivalent of around ECU 8 billion in 18 to 20 different currencies. It invests principally in first-class bond and money-market instruments. Its main goals are to safeguard shareholders' capital and the proceeds of borrowing operations prior to their deployment, to generate adequate reserves and to optimise, subject to strict constraints, income from investment of liquid resources.

Duties: he/she will: * assist the Head of Unit in preparing general strategy proposals in all areas of bond investment in various currencies; * monitor certain capital markets; manage the Bank's operational, investment and hedging portfolios, as assigned; * conclude purchase and sale transactions for various types of financial instruments; * examine the feasibility and cost of hedging operations for the account of the Bank's clients; * maintain ongoing contacts with the financial markets.

Qualifications: * University degree with specialisation in financial studies; * minimum of 3 to 5 years' professional experience of bond portfolio and derivatives management; * sound background in both the mechanics of financial instruments and the use of advanced IT applications; * skilled financial analyst and succinct report-writer able to formulate clear recommendations; * creative approach and capacity to solve problems rapidly; * ability to work under pressure within a dealing room team.

Languages: very good command of either English or French and sound grasp of the other. Knowledge of a third Community language would be an advantage.

The Bank offers attractive terms of employment and salary with a wide range of welfare benefits.

It is committed to a policy of equal opportunities and applications from women would be particularly welcome. Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae together with a supporting letter and photograph, quoting the appropriate reference, to:

EUROPEAN INVESTMENT BANK
Recruitment Division (Ref.: FI 9603)
L-2950 LUXEMBOURG. Fax: +352 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.

We are a leading American company specializing in the development, financing, operations and ownership of electric power, cogeneration and coal gasification plants. We are currently engaged in reinforcing our presence in Europe, Africa and the Middle East, from our European base which is located in Paris, France. In order to complete our team, we are looking for a:

PROJECT FINANCIAL ANALYST BILINGUAL : ENGLISH/FRENCH

You will help the Business Development Managers in providing an analysis of current projects by:

- validating the economic feasibility of the projects,
- optimizing the financial return of the feasible projects, while at the same time, controlling risks.

To accomplish this, you will use the financial models defined by the company that you will provide with the necessary parameters, taking into account the technical and financial criteria. The company's different services will be, of course, at your disposal to assist your modelling.

You will have a minimum of 3 years experience, with an engineering or business school background + MBA, having had experience as a project financial analyst, preferably in the field of power or other infrastructure projects.

Enthusiastic, self-motivated, you are able to work to tight deadlines. You also possess good organisational, communication and teamwork skills.

You are ready to invest in a dynamic company, which in turn, will be able to recognize your talent and will offer you opportunities for progression.

Please send full cv, handwritten letter, stating salary, ref. 294/6/EC, to NICOLE ANCESSI CONSEIL, 19, rue de la Trémouille, 75008 PARIS, FRANCE. Your application will be reviewed in complete confidentiality.

NICOLE ANCESSI
CONSEIL

EQUITY SALES - CENTRAL & EASTERN EUROPE

Our client is a major European bank with offices worldwide and a growing presence in central and eastern Europe.

The bank now wishes to recruit sales/research-persons to be based in London with specific responsibility for research and marketing of Hungarian and other central European equities, particularly focusing on UK-based institutional clients. Candidates should be aged 24-30 years of age and have an academic qualification in economics preferably acquired in the region. He or she will have at least two years' experience of research and/or sales of Hungarian or other central European equities or commodities, and will be familiar with the requirements of western institutional investors. Fluency in English and Hungarian are necessary and a knowledge of any of the Slav or other Western European languages would also be helpful.

Salary and benefits, including a company car, will be competitive.

Suitably qualified candidates should apply to Mr Nick Hudson.

Michelangelo

Michelangelo Associates, Search & Selection, 2 Austin Friars, London EC2N 2HE.
Tel: 0171-972-0150, Fax: 0171-972-0151/2

INTERNATIONAL MANAGEMENT CONSULTANCY

Prestigious international economic reform consultancy which works with political leaders throughout the world to implement innovative reforms, is seeking bright, motivated 25-35 year olds with management and/or management consultancy experience to work in fields of privatization, enterprise restructuring, and other market economic reform areas. Interest in political economy essential.

Please send your c.v., with covering letter explaining your long-term career plans, to Adam Smith Institute International Division, 22 Albert Embankment, London SE1 7TE
Fax: 0171 793 0090

APPOINTMENTS WANTED

Management Consultant

MSc (Econ), MBA, 32, Manager in a

consultancy, German, worked 3 years in

France, fluent English, French, German,

some Spanish and Russian, based in

London, relocation considered,

seeking new challenges.

Please write to P.O. Box A352,

Financial Times, One Southwark Bridge,

London, SE1 9HL.

Proprietary Trading/ Futures Fund Management

Experienced 30s graduate with city career.

First class academic background.

Six years' trading, Adept technical analysis.

Computer literate.

P.O. Box A351, Financial Times,

One Southwark Bridge,

London, SE1 9HL.

Liffe Euroyen Trader

Fluent Japanese

5 years SIMEX floor trading.

Marketing, High volume spreader.

US CTA/FCPO with client seats clearing

sponsor on Liffe. Competitive

positions considered.

Tel/Fax: 0171 378 3850

International Marketing Officer Europe

The Bank of New York is seeking a marketing professional with strong trade product and cash management knowledge for its Europe Division based in New York. The selected individual will be responsible for new business development and maintenance of existing accounts with our financial institutions customer base in Europe. Travel is essential for this position.

Candidates must have a college degree and at least 7-10 years of successful sales experience with a major bank covering a full range of services, including U.S. dollar clearing services, checks processing and trade products. Credit training and fluency in European languages are preferable.

We offer an excellent salary and benefits package including profit sharing. Please send your resume and cover letter including salary requirements to: The Bank of New York, One Wall Street, 13th Floor, N.Y., N.Y. 10286, Attn: Personnel/L.R. Equal Opportunity Employer

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Les Echos
FINANCIAL TIMES

The FT can help you reach additional business readers in France. Our aim is to win the French business newspaper, Les Echos, give you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business market. For information on rates and further details please telephone: Tony Finlon-Croft on +44 171 875 3565

Sanwa International plc TRINITY FUND MANAGER

LONDON

Sanwa International plc, a subsidiary of the Sanwa Bank Limited, is seeking to recruit a Trainee Fund Manager to assist the fund management team with European equity investment. The position offers a structured training programme, the possibility of career advancement and a competitive remuneration package.

THE POSITION

- To work with the Investment Managers in the analysis of industries and companies
- To research and make recommendations on assigned markets, economic sectors and individual stock selection
- To attend company meetings and presentations and to actively contribute to the development of investment strategy

THE REQUIREMENTS

- A graduate with a good honours degree, preferably with some knowledge of accounting and financial analysis
- Strong analytical skills and PC experience
- A demonstrable interest (and ideally some experience) of investment management
- Excellent communication and team skills

Please respond in writing to:

Judi Morris

Sanwa International Plc

City Place House, PO Box 245

55 Basinghall Street, London EC2V 5DJ

Fax: (0171) 330 0556

JAPANESE SPEAKING

Settlements Officer in Luxembourg

A Luxembourg based leading international bank has an immediate vacancy for a Settlements Officer.

The Officer will be based in Luxembourg and be responsible for Bond and Equity settlements and accounting functions for fund administration.

Knowledge and experience required:

- over 5 years in settlements and/or accounting in fund administration
- fluency in Japanese and English is essential
- fluency in French is recommended
- good contact skills
- team builder

a competitive salary and benefits package is negotiable according to experience.

Please contact Ms Kuniko Kamioka in confidence on:

Tel: 0171 236 5785

Cannon Persona

INTERNATIONAL RECRUITMENT

Alderman House, 10-15 Queen Street, London EC4N 1TX

SENIOR FIXED INCOME SALESMAN

Seeking a challenging position in Europe/Singapore, working for six years in German private banks, marketing of global fixed income products incl. derivatives, top client basis.

Please apply to P.O. Box A352, Financial Times, One Southwark Bridge, London SE1 9HL.

PRIVATE CLIENT STOCKBROKER

New Stockbroker planned Summer/Autumn 1996. Experience for remaining key positions.

(1). M&A, Mergers, Management, Quotations

could be combined, (2). Research

Representatives with clients.

This is an excellent ground floor opportunity.

Applications with CV in confidence to Mr John Rees, 80 Fleet St, London EC4Y 1EL

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Fluent Japanese

5 years SIMEX floor trading.

Marketing, High volume spreader.

US CTA/FCPO with client seats clearing

sponsor on Liffe. Competitive

positions considered.

Tel/Fax: 0171 378 3850

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& Thursday and in the International edition

every Friday.

For further information please call:

Andrew Sharpless on +44 0171 873 4064

Tony Flader-Grota on +44 0171 873 3454

ACCOUNTANCY APPOINTMENTS

EUROPEAN CONTROLLER

THAMES VALLEY

This Fortune 500 US multinational is a world leader in self adhesive materials and office products. The corporation has a well established base in several business sectors, with operations throughout Western Europe and a European turnover of \$1Bn.

In line with centralising certain key functions in the UK, there is now a need to recruit a European Controller. The key objective is to provide a technical accounting and internal controls framework, whilst also providing support to the European Tax and Treasury operations.

Reporting to the Vice President Europe and the Corporate Controller, the role is highly visible requiring extensive liaison with senior finance managers across Europe. The key

responsibilities will be:

- to ensure Europe-wide reporting integrity and effective, efficient operation of procedures and controls in a fluid, matrix environment
- supervise the European consolidation and treasury accounting areas (some 10 staff), interfacing with corporate accounting in the US
- to have ownership of implementation of accounting policies and liaison with external auditors
- to drive forward new installations of financial systems, primarily CODA, ensuring integrity of systems interfaces across Europe.

The successful candidate, aged probably in their mid to

\$45-50K PACKAGE

ROBERT WALTERS ASSOCIATES

LONDON KENYA NEW YORK AMSTERDAM BRUSSELS SYDNEY

VICTORIA
Financial Controller

£285K PLUS BENEFITS

Our client, as part of a prestigious international group, provides contract management services to the public sector. Changes in governmental legislation has created opportunities for significant growth in this market. Due to internal reorganisation, there now require an enthusiastic and forward-thinking financial manager to lead the finance function. The company offers significant opportunities for career advancement.

Reporting directly to the UK Board, you will be a qualified accountant and have had at least two years' post qualification financial management experience and a proven track record of working within a service or contract based environment. A practical and thorough understanding of computerised contract and management information systems is highly desirable, as is a basic proficiency in French. The ability to interact effectively at all levels is a pre-requisite.

If you believe you have the drive and ambition to succeed within this expanding and challenging environment, then please write explaining how you meet the above criteria, including full personal and career details to: Suzanne Dubinson, Management Consultancy Division, Kilmun Rhodes, 186 City Road, London EC1V 2NU.

ROBSON RHODES RSM Chartered Accountants International



EUROPEAN ACCOUNTING MANAGER

Dynamic Growth Environment

Our client is a major force in its industry and as a result of its unique approach has enjoyed rapid growth to date. As part of aggressive growth plans this exciting but challenging role has arisen.

Reporting to the European Finance Director you will:

- Be responsible for the month-end close and all aspects of year-end statutory reporting.
- Review local statutory requirements throughout the European operating companies and liaise with external advisers on tax related issues.
- Develop and control multi-currency cashflow management, an essential area for future European growth.
- Ensure that the Finance area and its staff are developed to support the company's expansion.

To respond to the demands of this environment and its growth plans you must demonstrate stamina, flexibility and constant drive. You will be a Qualified Accountant (most likely an ACA) with a high level of technical knowledge and previous experience of external reporting. You must be able to apply your skills in a fast-moving, commercial environment and have the enquiring mind necessary to uncover the financial issues which will undoubtedly arise from the company's growth. An ability to think quickly and respond decisively is essential. Good leadership skills are vital.

Interested candidates should write with full CV, quoting current rewards package, to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HKW/1991/FT.

Hoggett Bowers
EXECUTIVE SEARCH & SELECTION

THE PSD GROUP

Major Growth and Development

East Midlands

£60 - 70,000 pa
Car. Bonus

Our client, a well-known name in its field within fmci, has recently undergone significant change and restructuring, is growing strongly from organic activity, and plans acquisitions.

A key role in this will be the Finance Director responsible for one of its divisions (turnover c£250m). Specifically you will:

- Lead the planning and control activity for this division.
- Assist in the identification, evaluation and delivery of acquisitions and subsequently their integration.
- With the Managing Director, take an active part in the management of the five operating companies within the division.
- Provide commercial and financial analysis and advice on all business plans and development, including supplier negotiations.

Success in this position is dependent on a high level of business and personal maturity, supported by a strong financial background (ideally obtained at both group and operational levels, but essentially in the latter).

Commercial credibility and the ability to build effective relationships across all levels and functions, particularly on a geographically remote basis, are essential qualities. Experience of fmci, preferably in an international environment, is highly desirable. Flexibility in this environment of growth is vital.

Interested candidates should write with full CV, quoting current rewards package, to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HKW/1762/FT.

Hoggett Bowers
EXECUTIVE SEARCH & SELECTION

THE PSD GROUP

A
WORLD
OF
OPPORTUNITY

The International Banking and Commercial Divisions of Harrison Willis currently have a significant number of vacancies for finance, operations and accounting staff at all levels. Below is a selection of our most urgent vacancies. Alternatively, we are happy to discuss your specific career requirements and forthcoming vacancies on a confidential basis.

FRANKFURT
CONTROLLER/BACK OFFICE c.100-110,000 DM
European Bank. Recently qualified accountant with an understanding of investment banking, to assume responsibility for financial accounting, liaison with traders and the Central bank. Conversational German essential. Ref: LV315.

RISK CONTROL/ASSISTANT MANAGER c.110,000 DM
US Investment Bank. Opportunity for someone with a mathematical background and systems knowledge to implement new regulations (new European law), preferable (but not essential) and experience in the analysis of risk. Ref: LV316.

CONTROLLER/ANALYST c.160-180,000 DM
Leading Investment Bank. Opportunities for both experienced and newly qualified accountants with regulatory experience. Liaison with the Central Bank and with departments in the bank to ensure that all financial arrangements are fully compliant. Conversational German is essential. Ref: LV317.

SENIOR BUSINESS ANALYST To £50k + Generous Benefits
World renowned pharmaceuticals giant seeks commercially astute person for investment analysis and high profile ad hoc projects. Ideally, you will be a qualified accountant of MSA, with strong analytical skills and at least three years' commercial experience in a fast moving environment. Ref: PABH

OPERATIONAL REVIEW To £50k + Generous Benefits
World leading name in manufacturing seeks two resilient individuals for its European Italian office. With a significant amount of travel, you will have the choice of basing yourself either in Germany or the UK. Ideally, you will be a Top 6 ACA/ACCA or graduate/chartered CIMA with between three and five years' work experience which involves dealing with operational issues. Ref: PABH

TREASURY OPERATIONS Negotiable Package
Leading US Investment House. Co-ordination with other offices to enhance cash management. Will suit individual with 2-3 years' currency settlement experience and a clear potential to be a team leader within the organisation. Fluent German is useful. Ref: LV319.

REGULATORY TAX & ACCOUNTANT Negotiable Package
Global Investment House. As part of a small team you will be involved in devising, designing and executing system enhancements. Good opportunity for forward thinking individual with knowledge of the Swiss Banking Regulations and the Swiss Tax System. Ref: LV311.

HONG KONG Negotiable Package
PRODUCT CONTROLLER Global Investment Bank. Exceptional opportunity for qualified accountant with equity derivatives experience to assume responsibility for financial accounting, liaison with traders and analysis of risk. Ref: LV318.

PARIS

ASSISTANT FINANCIAL CONTROLLER c.270,000 FF
Leading advertising agency with a strong reputation for innovation and growth, has an exciting opportunity for a qualified accountant to make a significant contribution in this period of expansion. You will be responsible for the preparation of statutory and management reports and will be expected to have a strong commercial input. Ideally, you will have a foundation in business French as well as having work experience in France. Ref: 673956.

FINANCIAL CONTROL/ANALYSIS c.220-240,000 FF
Leading Investment Bank. Varied role to suit a newly qualified accountant. You will be based in Paris working closely with the traders, you will be responsible for daily P&L's, analysis of risk and you will be investigating independent markets. Ref: LV312.

LUXEMBOURG c.140,000 LF
UK Investment Bank. Controller's position with responsibility for the preparation of financial statements and taxation. The bank's activities are Global Custody, Capital Markets and Fund Administration. You will be responsible for financial accounting, regulatory reporting and a high percentage of analysis. Conversational French or German required. Ref: LV314.

SYSTEMS ANALYST Tax Free Package
Leading Offshore Bank. Ideal opportunity for a recently qualified accountant with an interest in commercial banking. You will be involved in the co-ordination of the design across all locations, user training and support. Full relocation package. Ref: LV313.

Please contact **Ursanne Voir** (Banking & Finance) or **Paul Ellerton** (Commerce & Industry) on 0141 771 6294 quoting reference number. Evenings and weekends 0141 772 723 114, Fax: 0141 771 4705.
Alternatively, write to: Harrison Willis, Cardinal House, 39/40 Albemarle Street, London W1X 4ND.

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FINANCIAL RECRUITMENT
CONSULTANTS

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FINANCIAL CONTROLLER - MOSCOW

We are a successful group of companies operating out of several UK locations. We also have a rapidly expanding representative office in Moscow employing 20 sales and administrative staff of several nationalities.

Due to the success of the operation we need to establish a local financial controller to take responsibility for the local taxation as well as management accounts reporting. The ideal candidate will be a computer literate, qualified accountant with the ability to work on own initiative within a motivated sales led team.

Experience working in a similar overseas situation would be an advantage. This position may appeal to someone looking for a short term overseas contract or to a Russian national looking for permanent employment.

An attractive package will be offered to the right candidate.

Please apply, enclosing a detailed CV to Box A5310, Financial Times, One Southwark Bridge, London SE1 9HL

Appointments
Advertising

Every Wednesday & Thursday the Financial Times Appointments pages appear.

Wednesdays section is aimed at the Banking, Finance, IT and General Appointments markets, and Thursdays pages are for Accountancy vacancies. Both days are essential reading for any seriously career minded individuals.

For information on Appointments Advertising please contact:

Andrew Skarzynski on 021 873 4054
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INVESTMENT BANKING. FROM A TO Z



Les Echos
Les Echos is the French business newspaper. Our link with the French business readers in France. Our European readership and to further target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on +44 0171 873 3456

لسان العرب

Grupo británico, con cotización en la Bolsa de Londres e implantación internacional (Inglaterra, Holanda, Francia, Alemania, Australia, Hong Kong), Michael Page se ha convertido en pocos años, en el número uno de la selección de ejecutivos en Europa. En el marco de nuestro desarrollo en España buscamos

Consultores

especialización financiera

Madrid/Barcelona

Titulado superior, el candidato justificará de una experiencia financiera de 3 a 5 años adquirida en una empresa internacional (control de gestión, auditoría, contabilidad).

Tíras un periodo de formación, se encargará de iniciar, desarrollar y gestionar una cartera de clientes para los cuales llevará a cabo misiones de selección de forma completa y autónoma. Una fuerte personalidad y una gran tenacidad serán necesarias para mantener contactos

Remuneración atractiva

de alto nivel y evolucionar en una estructura dinámica y exigente.

El dominio del idioma inglés y/o francés es imprescindible.

Enviar CV detallado con salario actual y fotografía a Alexis de Bretreville, Michael Page International, Page House, 39-41 Parker Street, London WC2B 5LH, Gran Bretaña, indicando la ref. ABD10002.



Michael Page International

International Recruitment Consultants

London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

HIGH VOLUME MANUFACTURING FINANCIAL MANAGER

Midlands

£35,000 + Bonus + Car

Part of a newly established UK base for a £multi-million International Group, this is a high volume manufacturing company allied to the automotive industry. We currently need to recruit a Financial Manager who will have full responsibility for the company's financial affairs and who will liaise closely with the European Head Office.

Reporting directly to the Managing Director and working closely with the Board, you will be in charge of all aspects of financial and management control of the business and will make a major contribution to the company's future financial strategy and policy formation. Since the company plans to double turnover in two years, this is a wonderful opportunity for the right individual.

Aged over 35, computer literate, commercially astute and highly qualified, you will have a financial background in manufacturing, ideally with a company with an annual turnover of £40-50m. You must possess strong communication and interpersonal skills, be persuasive and convincing, and above all, be ready to take on a strong 'hands-on' role, particularly in management of control of costs.

This is an ideal opportunity for an ambitious candidate with the right qualifications. A progressive and go-ahead company, we offer an excellent overall package and opportunities for further advancement.

To apply, please telephone Kim Liao free of charge on 0800 220501 or write, in confidence, to Pam James, Chesterman Swann & Co Limited, The Steam Mill, Steam Mill Street, Chester, CH3 5AN.

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INTERNATIONAL SEARCH &
HUMAN RESOURCE CONSULTANTS

Antisoma
UNIQUE OPPORTUNITY FOR A TALENTED

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£ Excellent Package incl. Share Options

West London

Antisoma is a biopharmaceutical company at the leading edge of discovery. We are developing and commercialising innovative therapeutic and diagnostic cancer products which have efficacy established in clinical trials.

We require a high calibre financial professional to be a key member of a small dynamic executive team seeking to take the company towards a successful flotation. You are likely to be currently working in a biopharmaceutical company or have experience of the healthcare industry within a Corporate Finance role in a major city institution.

THE ROLE

- Working with the Chief Executive to -
- Develop effective strategies for successful financings and flotation.
- Manage corporate finance and investor relations activities.
- Introduce effective management information and control systems.
- Identify, negotiate and develop strategic business alliances.
- Create an integrated IT system.

If you meet the above brief and are interested in joining a company at an exciting stage in its development and offering exceptional prospects, please write enclosing a comprehensive CV to Ian McBeath, Chief Executive, Antisoma, West Africa House, Hanger Lane, Ealing, London W5 3QR.

THE CAYMAN ISLANDS GOVERNMENT wishes to recruit A FINANCIAL LEGISLATION CONSULTANT

Terms of Reference

Review the existing Cayman Islands Public Finance and Audit Law (1985) and the Financial and Stores Regulations (1986).

Consult with appropriate Civil Servants and Government Committees regarding the difficulties encountered with the current Law and Regulations in order to identify particular areas for revision.

Provide drafting instructions for the amendments to the Law and Regulations in consultation with appropriate persons within the Civil Service.

Deliver to the Government an interim written report at the end of 10 weeks to allow time for recommendations to be considered by the Government and for any changes suggested by the Government to be incorporated into the Consultant's report.

Deliver drafting instructions for amendments to the Law and Regulations at the end of 12 weeks. The contract would be for three months, commencing at the beginning of July.

Qualifications

Applicants should have professional qualifications and competence in Accountancy and/or Law. Preference will be given to applicants with experience of public sector reviews, of revising and implementing Public Finance and Audit Laws, and associated Regulations.

Government's Obligations

The Government shall pay the Consultant £15,000 for the three month contractual period. If the period is extended, the Government shall pay the sum of £1,250 per week. The Government shall pay expenses at the rate of £1,000 per week and provide Business Class airfare at the beginning and end of the term. The Consultant shall be provided with office accommodation and office services.

Applications

A full curriculum vitae with covering letter should be mailed to: The Honourable Financial Secretary, Government Administration Building, George Town, Grand Cayman, Cayman Islands. Please mark envelope "Financial Legislation Consultant". Applications should be received by 3 May 1996.

Career orientated
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Good 'hands-on' commercially aware
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Excellent prospects.

R.C. (No.1) Herts
to £35k + Car + Bonus
Ambitious account required for
expanding subsidiary of major plc.
Must have an eye for detail and
commercial focus. Excellent prospects.
Please contact: Nick Stephens
at Nicholas Andrews, 126 Colmore
Road, Birmingham B3 2AP.
Tel: 0121 233 4450

APPOINTMENTS WANTED

SWITZERLAND INTERNAL AUDIT/FINANCIAL CONTROL MANAGER

professional with
many years varied
multi-nationals
experience,
Swiss & Brit.,
working German
& French desires a
challenging
position.

Would consider
project work.

Can travel widely
from his own
Zurich office or
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Corporate Development Manager

International Blue Chip Plc

To £35,000 + Car

North West

Outstanding opportunity for a first rate Chartered Accountant looking for a move into industry. Excellent career development prospects within this substantial Group. The chance to join a high calibre business development team, focused on extending the business investment portfolio.

THE POSITION

- Senior role offering exposure at the highest level. Part of a small and talented team.
- Provide financial advice and support on acquisitions, alliances and joint ventures. Manage post investment implementation, including integration with plc strategy.
- Monitor investment portfolio, set policies and ensure compliance. Coordinate the provision of Group support and the reporting of portfolio results.

Please send full cv, stating salary, ref MN60402, to NBS, Courtill House, Water Lane, Wilmslow, Cheshire SK9 5AP



IN B SELECTION LTD
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Regional Controller

Central London

c £40,000 + Benefits

Our client is a newly formed, rapidly expanding, global power company backed by two major energy and construction companies in the US. It specialises in the financing, development, construction and operation of power generation projects on greenfield sites outside North America. Headquartered in Boston with regional offices in London, Miami and Hong Kong it has an impressive portfolio of projects including one in the UK.

The financial control of all projects in the region, encompassing Europe, Africa and the Middle East demands a finance manager of the highest calibre. Interacting with senior management and external advisers, responsibilities will involve the full range of accounting duties comprising project accounting, statutory and management

reporting, budgeting and forecasting, interfacing with banks and co-ordinating project cash uses.

The successful candidate will be a graduate qualified accountant or MBA with at least 3 years post qualification experience preferably in the property or construction sectors. You must have a genuine desire to work in a dynamic, 'hands-on' environment.

Exceptional interpersonal and communication skills combined with a well developed written style are pre-requisites.

Interested candidates should write, enclosing a full curriculum vitae, salary details and a daytime telephone number to Richard Letcher at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH, quoting ref 277855.



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EUROPEAN FINANCIAL CONTROLLERS

European Locations

£Excellent

Our client is a global, market leading organisation within the media and leisure sector enjoying a turnover in excess of £3 billion. Over the past three years the organisation has embarked on a dynamic expansion plan consolidating its position in its traditional US and UK markets while expanding through Central and Eastern Europe and into the Far East.

As a result of this expansion the need has arisen to recruit three regional Financial Controllers (ACA, CIMA) within Central, Southern and Eastern Europe, in particular France, Poland and Spain.

Taking responsibility for all aspects of financial control and planning within each country, you will play an integral part in the core senior management team facilitating the growth of the business within its new markets.

It is anticipated that you will have the following attributes:

- A committed self starter.
- Strong analytical and planning skills.
- Excellent communication skills.
- A proactive team player.

Languages or a track record in international management would be an advantage. Drive, ambition and an ability to illustrate where you have added value is essential. Progression opportunities are excellent for the right candidates.

Please send a CV to Christopher Cole at FMS
5 Broad's Buildings
Chancery Lane London EC4A 1DY
Tel: 0171-405 4161 Fax: 0171-430 1140
E Mail: 100621.2024@compuserve.com

We have offices in London, Birmingham, Manchester and Lewes

THE PSD GROUP



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Resourcing

Internal Audit Manager

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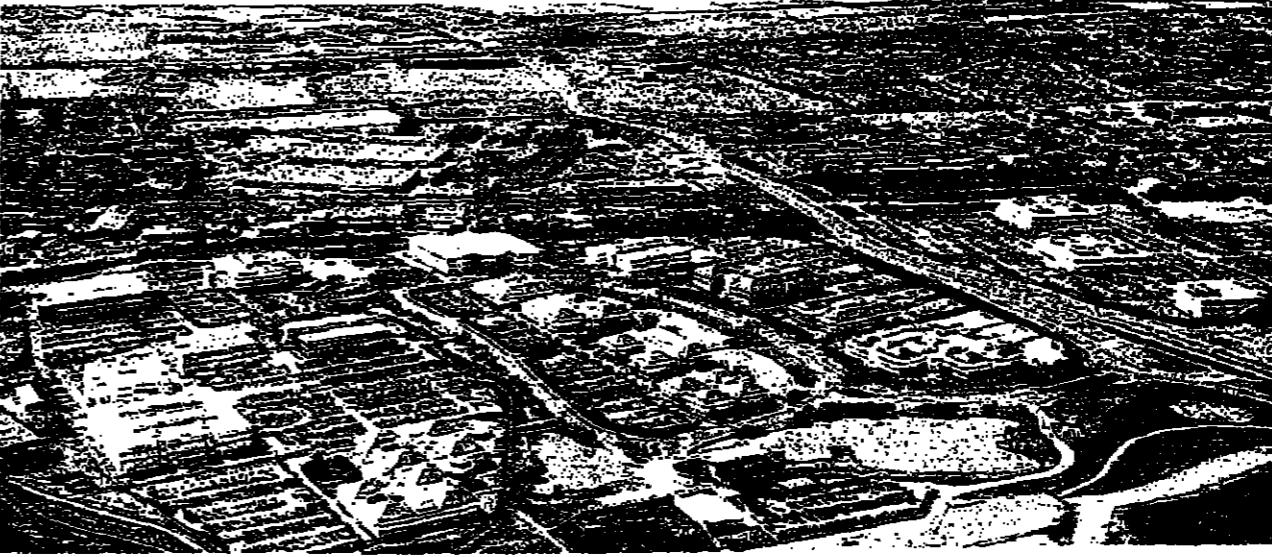
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I BUSINESS PARKS



Before and after: the rubbish tip site on which Stockley Park (today, right) was built. It was opened by Prince Charles in 1986

Marcus Taylor (left)



Stockley Park by Simon London

Success built on rubbish

As an exclusively office park, it breaks many of the rules laid down by the purists

There are many claimants to the title of the UK's first business park. Grosvenor Estate, which manages the property interests of the Duke of Westminster, started building a mixed-use business park in Gillingham, Kent, in 1978. Arlington Securities started a similar scheme at Marlow, Buckinghamshire, at around the same time.

But there is little debate about which development put US-style business parks on the UK property map: Stockley Park, built on 240 acres of former rubbish tip to the north of Heathrow airport.

The Stockley site was acquired in 1981 by Trust Securities, a small property company which planned to build a fairly conventional mix of light industrial and office space on the site.

The financial and technical problems were formidable, not least because the land was unstable and prone to underground fires. In 1983, control of Trust Securities passed to a powerful consortium including Elliott Berneid, Lord Rothschild and Stuart Lipton.

It was their decision to create a grand landscaped business park based on high-specification office space.

The concept met with some

scepticism in the mainstream commercial property market. It was doubted whether Stockley Park could attract office occupiers to a location hitherto dominated by industrial users.

Indeed, the developers hedged their bets by producing buildings with a quasi-industrial specification. The first Stockley buildings were designed with high ceilings on the first floor which allowed them to be used for high-technology or light assembly.

Other developers have already followed this path. At Marlow, Arlington produced buildings with high eaves, high floor loadings and a relatively small proportion of office space.

But any early doubts about the viability of Stockley Park as an office location proved misplaced. Prestigious tenants such as Glaxo, British Petroleum and EDS signed up in the late 1980s. The final building of the 1.5m sq ft first phase was leased by Tetrapak three years ago. The rental levels achieved at Stockley Park have also exceeded expectations. Initial development appraisals assumed rents of about £8 per sq ft, enough to give the developers a modest profit. By 1986, when Stockley was officially opened by the Prince of Wales, the scheme was achieving £13.50 per sq ft, well in advance of industrial rents in the area.

Today, Stockley Park commands rents of £25 per sq ft or more. Mr Andrew Vander Meersch, chief executive, hopes to achieve £27 per sq ft for the

90,000 sq ft speculative headquarters building which is now taking shape on the site.

On a fine spring day - with the estate's 90,000 daffodils in full bloom - it is easy to see why Stockley Park is popular with tenants.

Yet Stockley also breaks many of the rules laid down by business park purists. It is exclusively an office park and does not boast the mix of uses - such as residential and light industrial - planned for the next generation of business parks.

Mr Vander Meersch points out that Stockley is surrounded on all sides by housing and industrial activity. It is also adjacent to a municipal golf course and country park created by the developers as part of the planning package.

"It gives me great angst when we are described as a business park. The title has been degraded by a lot of low-quality developments. I prefer to think of Stockley Park as an office location in its own right," he says.

The more important debate for Stockley's management is how the park will develop in future and whether it can keep pace with the changing requirements of tenants. After all, the first buildings on the site are now 10 years old.

"Transport is the biggest issue," says Mr Vander Meersch. "Like most business parks, Stockley is a car-based scheme." Big companies are increasingly responding to environmental pressures by

Investments by Simon London

Setting the right standards

Business park enthusiasts hope planning restrictions will raise values

Just like developers and tenants, property investors have to sort genuine business parks from the chaff of out-of-town developments.

The late 1980s saw a proliferation of "business parks" following the relaxation of the government's use classifications which allowed office and light industrial activities to co-exist on the same site.

Five years ago, the Investment Property Database, which measures the performance of institutionally-owned properties, introduced a separate category of "office parks". But this covers everything from grand landscaped developments from the Stockley Park monstrosity to small sites added as an afterthought to industrial estates.

Strutt & Parker, the chartered surveyors, narrowed down the field last year to produce an index of business park performance. The firm picked less than half by value of the properties categorised by IPD as being on office parks. It included only buildings which were part of a masterplanned, low-density, landscaped developments worthy of the "business park" title.

The results of Strutt & Parker's analysis will have pleased proponents of the business park ideal. Using figures going back to 1986, genuine business parks have significantly outperformed standard office properties and the mass of out-of-town office parks.

In particular, rental values have held up much better than other types of office properties over the last five years. One reason is that tenants have been voting with their feet, exchanging city-centre offices for business park locations.

When the analysis was done last year, the average yield on the Strutt & Parker sample was 7.8 per cent, a full half a percentage point below other types of office property.

This is partly because business parks have appealed to big companies, whose cove-

nants are highly valued. But at the very top end of the market, business park properties appear to have opened up a genuine yield gap with prime town-centre locations.

Properties at Stockley Park and Theale Business Park, near Reading, have changed hands on yields of less than 7 per cent. Even allowing for the quality of the covenants, these were very high prices indeed.

The underlying message is that institutional investors like business park properties and are prepared to pay to get them. The investment market has also matured as more institutional investors have put money into business park property. Some of the buildings at Aztec West, near Bristol, have changed hands four times since the park was started in the early 1980s. Like retail warehouses, business parks are no longer a minority pursuit but a mainstream institutional asset.

Business park enthusiasts hope that tighter government planning restrictions will have the added benefit of making existing business parks a scarce commodity. It will certainly be more difficult to get new planning consents for out-of-town office developments on greenfield sites.

But there are plenty of undeveloped sites which already have planning permission for business parks and plenty more old industrial sites which could lend themselves to a change of use without breaching the spirit of government policy.

While demand for finished buildings is strong, development finance is much more difficult to come by. This is partly because developing a business park demands large speculative investment in infrastructure, such as roads and drainage. "Developers have to put a lot of cash up front into land assembly, infrastructure and planning gain. Not many of them can stand the pace," says Mr Andy Martin of Strutt & Parker.

Argent sold its interests in Thames Valley Park near Reading to a joint venture with Citibank of the US and Hermes, the telecommunications and post fund manager. The partners are now jointly

financing the development of two new buildings.

Doxford International Business Park near Sunderland is being financed by private investors through Enterprise Zone trusts. Akeler Developments, which took over on the 75-acre site in 1992, has raised a total of £67m to finance 415,000 sq ft of office space, more than half of which has been built and let. The vehicle works because Doxford is being built within an Enterprise Zone.

Investors get full tax relief on their investment, which is especially attractive to higher-rate taxpayers.

The latest trowel enabled Akeler to raise £27.4m, enough to finance the fourth and fifth phases of the development.

The stakes of the site also

allows Akeler to offer business

space on very competitive terms. It is quoting rents of £12.75 per sq ft on the 155,000 sq ft of speculative space now under construction.

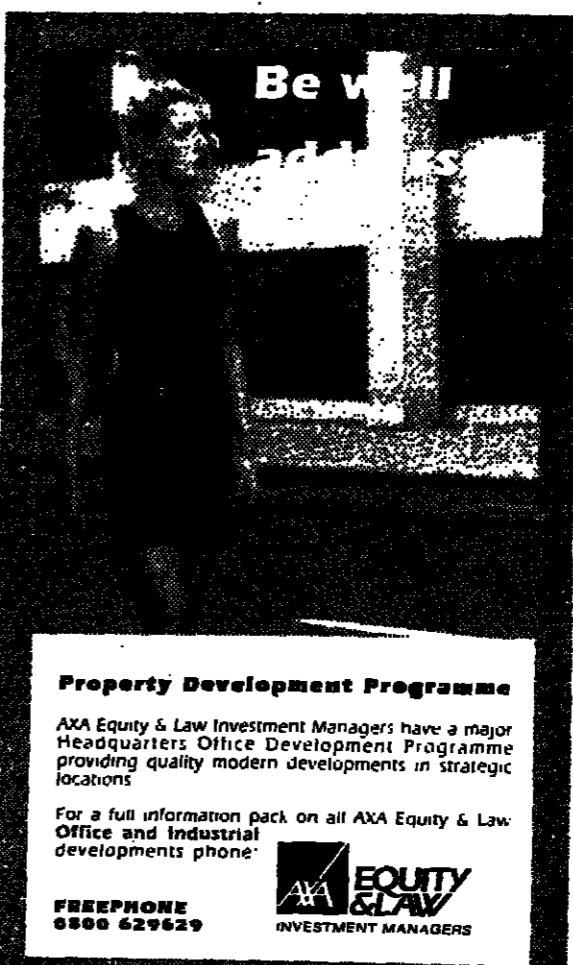
The economic arguments

have enabled Doxford to attract companies relocating from more expensive regions of the country. London Electricity last year established its national call centre on the site, partly because property costs are considerably lower than around the capital.

Without Enterprise Zone status to fall back on, though, most business park developers are restricted to more conventional forms of finance.

Given the high up-front

costs, that means finding plenty of equity capital to support the early speculative stages of development.



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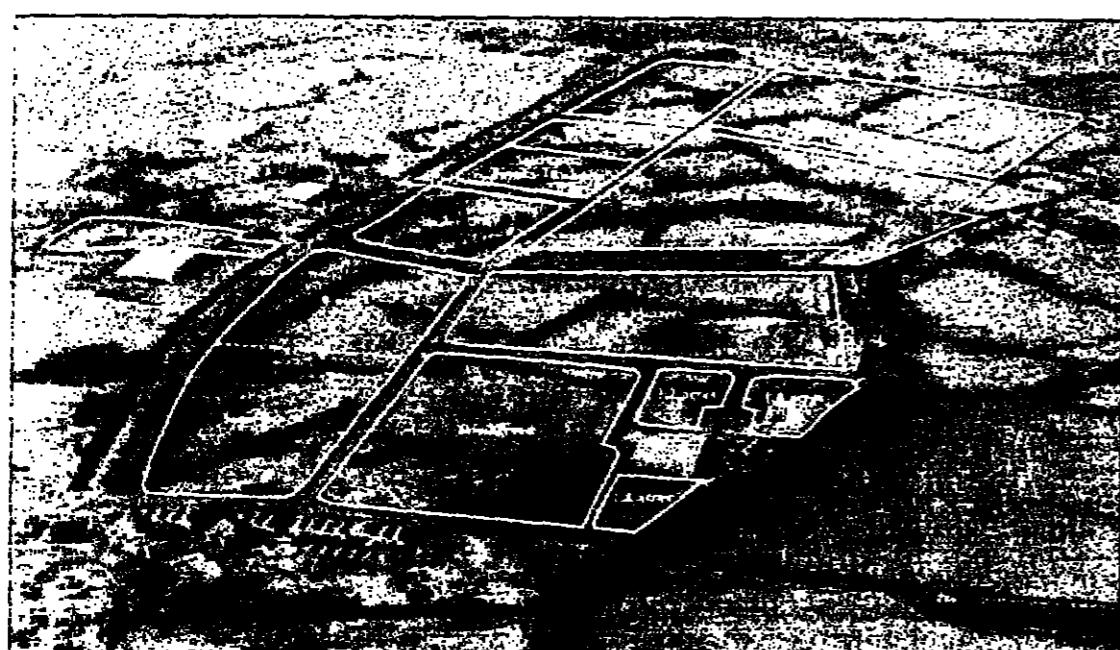
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PROFILE

Arlington Securities

The location is the most important factor

Arlington Securities has built more business parks in the UK than any other company. Yet Mr Patrick Delgman, chief executive, does not believe business parks can be easily defined.

"People say that a true business park has to have everything: industrial buildings, warehousing, offices, high-tech and residential. But we have always argued that people who try and put a definition on business parks are wasting their time," he says.

Atex West outside Bristol, one of Arlington's successes of the mid-1980s, does have a wide mix of commercial tenants. Bradley Stoke, the nearby housing estate, was regarded by the planning authorities as its residential counterpart. Yet Theale Business Park near Reading, where Arlington has its own headquarters, is exclusively an office park. "The important thing is to take a site and look at the surrounding market," Mr Delgman says. "The only rule is that we locate companies where it makes them more efficient."

The location of a business park therefore often far more important than the mix of uses it contains. An out-of-town setting and excellent road links are the common factors behind the UK's most successful business parks. It is no coincidence that Theale and Atex West are at important growth nodes on the M4 motorway.

Arlington has built business parks in most counties in southern England but has steered clear of Norfolk, Suffolk, Kent and Cambridgeshire. All back on to relatively sparsely populated areas which, Mr Delgman says, makes them difficult business park locations.

Other developers disagree. Rouse, the large US property investor, is backing an ambitious 2.8m sq ft mixed-use business park at Kings Hill, Kent, including a university campus and 1,500 homes. Rouse argues that the opening of the channel tunnel makes Kent a strategic location for companies with business interests in continental Europe.

Arlington regarded accountancy firms as archetypal city-centre tenants until KPMG Peat Marwick took space at Theale for its audit staff. The business park market is big enough for developers to aim at different segments. At Theale, Arlington is building 125,000 sq ft of space in units of 15,000 to 20,000 sq ft, suitable for regional offices.

At the nearby Thames Valley Park, Argent, the quoted property company, is building larger units of 75,000 and 50,000 sq ft. Mr Michael Freeman, joint chief executive, says that Argent hopes to attract large occupiers from the computing industry. Microsoft and Oracle are already erecting

In 1989, Arlington was acquired by BAe for £278m

their main UK headquarters on their main site.

Whatever their size, most business park tenants move in from the surrounding area. "It is a common misconception that business parks are all about relocation," says Mr Delgman. "Local companies are by far the most important potential market for us."

Arlington was started in the late 1970s by Mr Raymond Mould and Mr Patrick Vaughan, now at the helm of Pillar, the property company which floated on the stock market last year.

In 1989, close to the peak of the market, Arlington was acquired by British Aerospace for £278m. The rationale was that Arlington could add value to BAe's surplus property assets as the company slimmed back its manufacturing operations.

While BAe got its timing wrong, there was some sense in the underlying strategy. Seven former BAe sites are now within the Arlington portfolio. Mr Delgman is keen, however, to dispel the impression that Arlington has become a destination for British Aerospace's discarded land. He says: "At the end of the day we will have taken

only about 1,000 acres out of the BAe land portfolio. If sites do not fit our criteria we do not take them." Some of the former BAe sites hold high promise as business parks. At Hatfield, to the north of London, where BAe had extensive manufacturing operations, Arlington has access to more than 800 acres.

Oxford Business Park, on the site of Rover's former Cowley manufacturing plant, is another example. The 88-acre site has potential for 1.45m sq ft of space, including retail, a hotel and office and industrial units.

Arlington no longer fits with BAe's strategy, centred on its core defence and electronics businesses. But the property company has not been completely starved of cash.

As at Theale, a number of new speculative buildings are under construction.

Arlington has a long-standing policy of having at least one empty building available for leasing on each of its sites.

Last year the company acquired its first site since 1987. In a joint venture with Manchester City Council, Arlington plans to develop a 45-acre site at Woodhouse Park, close to the city's airport. The company has recently added a Scottish site to its portfolio, paying £2.5m for 64 acres on the eastern side of Glasgow. The site has potential for 350,000 sq ft of office space.

Mr Delgman argues that business park development should not be cash-consuming. Once a site has been purchased and infrastructure (such as roads and drainage) put in, Arlington aims to recoup its investment by selling land. Further buildings are developed one at a time, with the profits from each phase financing the next. This phase-by-phase development style helps minimise the downside risk.

Even if Arlington can move forward without consuming a large amount of capital, the narrower focus of BAe's strategy argues for a loosening of the ties between the two companies.

Simon London

■ Planning policy: by David Parsley

Planning policy moves in-town

A restrictive climate means that developers must adapt projects to meet new criteria

The government's drive to deregulate planning helped fuel the business park boom of the 1980s. Relatively few restrictions were imposed on out-of-town developments and rule changes made it easier to build offices and industrial space on the same sites.

But the planning policy pendulum is swinging against out-of-town development. While proposed shopping centre schemes have suffered most under the new regime, business park developers also have to learn to live in a more restrictive environment.

The main instruments of government policy are planning policy guidance notes (PPGs), which local authorities have to take account of when making local decisions.

The new presumption against out-of-town development has been enshrined in PPG 12, which deals with transport issues, and draft PPG 6, which covers town centres and retail development. While neither guidance note specifically covers business parks, developers cannot pretend that nothing has changed.

Mr John Gunner, the environment secretary, believes the guidance reflects the government's determination to revitalise town centres by encouraging developers to invest in them. This applies not only to shopping centres but also to offices and other businesses such as leisure and higher education. The principle of sustainable development underpins both PPG13 and PPG6. They say land uses generating large traffic movements should be in town centres close to public transport. In other words, they are against car-generating developments such as business parks.

Mr David Barracough, planning policy officer at the Royal Town Planning Institute, believes that sites close to motorway junctions will no longer be available for business park development if the principles of PPG13 and PPG6 are rigidly applied. He says: "The content of both the guidance notes is known, but what is not known is how the government will apply them. As unitary development plans

are reviewed the secretary of state may force local authorities to change them but I do not believe the government is really in the game of revoking existing planning consents."

The biggest apparent set-back for business parks came in 1991, when plans for a 320,000 sq ft headquarters for Lloyd's Register of Shipping, the publishing group, was turned down. A public inquiry found that the 50-acre greenfield site in Liphook, Hampshire, was unsuitable for such a large development.

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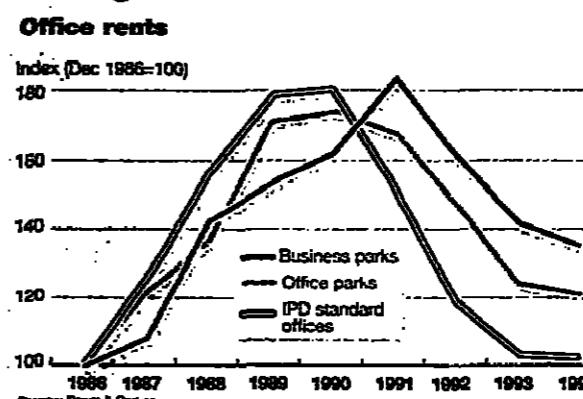
making local decisions.

The industry remains unsure how PPG13 and draft PPG6 will be implemented. The government has indicated that there is no ban on out-of-town development. But PPG6 does point out that, as with retail, office development must follow a sequential approach. In other words, developers will have to show that there is no suitable town-centre location before they can win approval for an out-of-town business park.

Mr Mike Straw, principal planner at Richard Ellis, the chartered surveyors, sees this move as a step beyond those aimed at preserving the green belt. "Developers now have to satisfy a great number of criteria before being able to get consents for out-of-town office developments," he says. "Town centres have to be considered first and, if that is not possible, then edge-of-town. Out-of-town is the last resort. Business parks are now being put in the same category as retail in having to justify out-of-town locations."

There also appears to be a contradiction between the two guidance notes. PPG13 talks of the need to create a balance between employment and housing, with the emphasis on people living close to their place of work.

But although government policy is encouraging increased residential development in



town centres, existing urban locations do not have sufficient capacity to cope with projected demand for housing.

Mixed-use business parks including a high proportion of residential housing and leisure facilities could be one way of solving the problem without

generating additional traffic. Indeed, Mr Gunner is known to be enthusiastic about mixed-use development.

Mr Patrick Delgman, chief executive of Arlington Securities, the UK's biggest developer of business parks, is confident his company can

work with the new regulations. He agrees, though, that the government needs to do more to show the new rules will be implemented. "It depends on how you interpret the guidance notes," he says. "But I see them being good for one main reason. The smaller site developers have been distorting the market for some time and the PPG13 will probably come down hard on them." Of the 1.1m sq m (12m sq ft) of business park planning consents outstanding, Mr Delgman believes only about 25 per cent will ever see the light of day.

"We have been involved with the DoE right through this process so saw what was coming and we prepared for it," he says.

David Parsley is a writer for *Property Week*

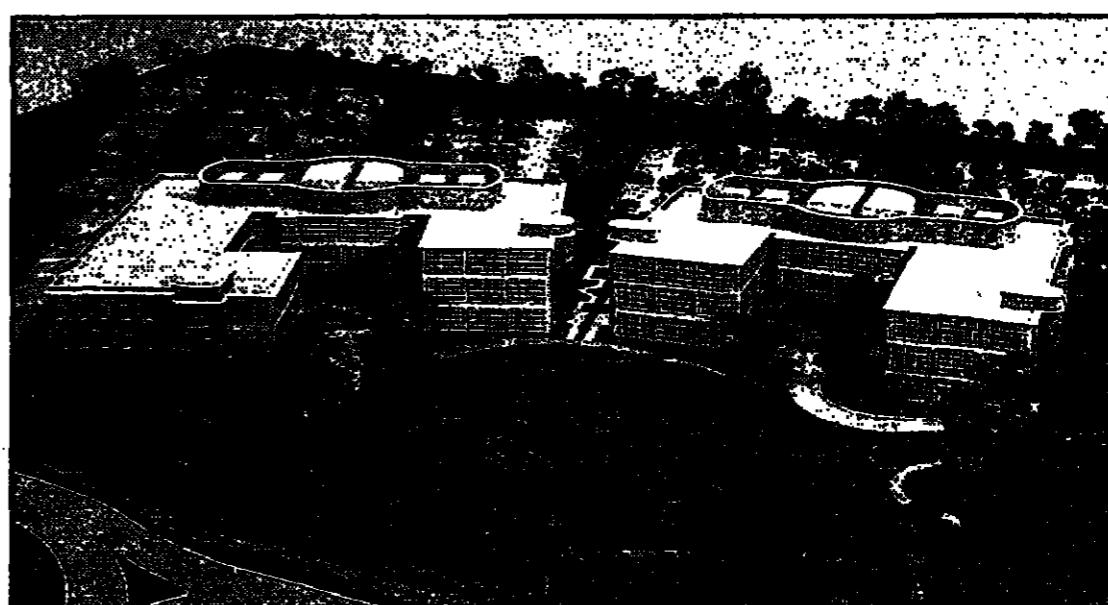


A panoramic view of Gillingham Business Park, Kent. Construction of this park, which was claimed as a first, began in 1978 on the site of a 120-acre disused military barracks

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MANAGEMENT

Architects are exploiting natural benefits, says Victoria Griffith

Companies see the light

When Dirk Lohan, president of architectural firm Lohan Associates, made a pitch for the design of a building for telecommunications group Ameritech Corporation in Chicago, he was told that providing natural light for workers was not a concern of the company.

"I changed their minds, though, by emphasising the efficiency improvements they could get," says Lohan. Today, Ameritech's offices are full of natural light.

US management, long content with keeping subordinates in the dark, is waking up to the advantages of sunlight. Architects are preaching the benefits of light-sensitive design and studies show improvements in employee performance.

Pennsylvania Power & Light says absentee rates plunged 25 per cent after all its employees began enjoying natural light. Workers in one area of Boeing say natural sunlight improved their ability to detect imperfections in jet panels by 20 per cent.

Under the old US design model, executives are allocated offices on a building's outer edge, complete with sunlight and views, whereas clerical workers are relegated to the inner sanctums. One of the greatest benefits of the "corner office", traditionally reserved as a perk for upper management, is its abundance of light. "It is considered an amenity at many companies, along the lines of good health insurance," says Andrew Metter, an architect at A. Epstein and Sons International.

Lighting for all workers has long been a concern in countries such as the Netherlands, Germany and France, where construction codes stipulate the maximum distance a worker can be from a window. Now, European companies are exporting their ideas to the United States.

"They don't have to observe the codes they have in their home country over here, but they do because they know how much it improves the work environment," says Reynolds Logan, the architect who oversaw the project for Swissair's sunlit US headquarters. Commitment to light is so fierce

that Dutch food company Quest International that even the bathrooms at its North American offices are illuminated with natural light.

From a design perspective, providing sunlight for employees is not easy. Architects rely on techniques such as glass, ultra-thin buildings, skylights and interior "holes" in the building. The design also needs to fit in with management style.

At Ameritech Lohan placed executive offices in the centre of the edifice, with clerical workers at the outer edges.

To make sure management did not suffer light deprivation, the architect used glass, rather than

THE COMPANY RECOGNISES THE VALUE OF NATURAL LIGHT, MADDOX. THIS IS YOUR CHANCE TO GET AN UNLIMITED SUPPLY

solid walls, for partitions, and non-executives operated in an open-office plan.

"You have to have an open office, mentally as well as physically, to make this work," says Lohan. "We encountered a lot of resistance from middle management, who didn't like the idea of working in a fish bowl."

While companies say employees seem happier after a switch to natural light, it seems that even clerical workers can get too much of a good thing. "To tell you the truth, it can be hard to see the computer screens on a sunny day," says Maryann Herman, building manager of Safety Kleen, a sanitation company. "Today we have the blinds down."

Sir Peter Walters, chairman of SmithKline Beecham, believes he has one of the finest businessmen in the world in Jan Leschy, the company's Danish-born chief executive who received £233,000 in relocation expenses to move home from the UK to the US.

The figure was exceptional by any standards - a big slice is understood to have involved the company making good a shortfall in the price he paid for his Buckinghamshire house and the price it fetched at the time of his move - although sums of around £100,000 in relocation expenses are not unusual for top executives when they are asked to move countries.

Besides losses on house price falls, a whole catalogue of smaller costs, often related to a family's creature comforts, frequently adds to the bill.

The most common expatriate moves still involve male executives, and many companies are becoming accustomed to dealing with the concerns of wives and partners. "If a move might be threatened because of the anxieties of a wife, companies will often go out of their way to soothe her worries," says David Deane, a director of Karen Deane Relocations, part of an international relocation network.

The company sometimes provides "professional friends", companions who introduce the wives of expatriate executives to social groups. Some are asked to drive them around until they become familiar with their surroundings. "We also have specialist spouse counsellors whom companies will often pay to help relieve the anxieties of an executive's wife," says Deane.

Tensions caused by dual careers, where one partner is unwilling to sacrifice a career for the sake of the other, is causing many companies to rethink this area of expatriation policy. In a small number of cases,

Richard Donkin reports on the growing costs of providing stress-free relocation packages

A pricey move

according to Alan Chesters, operations director at ECA International, the human resource information service, companies have compensated individuals for a partner's loss of earnings.

Another expensive relocation item is pets. Kennelling costs in the UK for dogs and cats can be £500 a week for the six months they must remain in quarantine.

"I recall one move where the wife would not come without her pet rabbit. It used to sleep in the bed with the couple. Unfortunately, it munched through some silk curtains which cost £3,000 to replace when they left the rented property," says Deane.

Parrots, he says, can also present problems. One executive's wife insisted on travelling everywhere with her pet parrot on her shoulder until she was forced to break sharply when driving her car, leading to the swift demise of her pet as it crashed into the windscreen.

Black Horse Relocation, one of the UK's biggest providers of relocation management, says it once had to move a whole pond full of koi carp for one executive. John Carrol, its managing director, says: "In

one case, we not only had to move a chief executive but also his prize herd of 150 cattle."

Black Horse says that the average cost of moving home in the UK relocation is around £20,000, rising to £25,000 if bridging finance is required. The UK has an £8,000 limit on tax-free relocation expenses which means that employees must often pay tax on some relocation expenses.

Shipping and storage costs can eat up relocation expenses and it is not unknown for employees to take advantage of such services. "I do know of people arranging for colleagues to buy electrical goods such as fridges and getting them to include them with their domestic furniture in the overseas move to the same location," says Deane.

Elizabeth Marx, director of international assessment and consultancy at NB Selection, a recruitment business, says that expatriate moves are becoming so expensive that companies need to think more carefully about their selection procedures to ensure that the moves are successful.

In a recent study she carried out into relocation practices, she found



Jan Leschy: received £233,000 in relocation expenses to move house

offered by 85 per cent of the employers. Companies, she says, need to accept that expatriate moves involve a big life change with its associated stress.

Marrying these issues with the growing costs involved in providing comparatively stress-free relocation is becoming an increasingly important issue for businesses. In Leschy's move, SmithKline Beecham appears assured that the costs involved were worth every penny.

Many managers' offices are book-free zones. While there may be a couple of conference files - displayed as attendance trophies - the sight of book-lined shelves is a rarity.

Books are not always bought for their objectivity, distinctiveness or veridicality.

An author's credentials (not necessarily to write but to manage), the rationale for writing, the cover and publicity accorded to the book, and its apparent practicality are possibly the main reasons for purchase by this group and possibly also the main reasons why these isolated, but revered, volumes remain unread.

The author is professor of psychology at University College London.

Turning up the volume

Adrian Furnham on motives for business book buying

Academic bookshops, high-street newsagents, even railway bookstands groan under the weight of business books. Twenty years ago they were scarce; now the market is flooded.

With ever more evangelical, or stupid, titles - *The Pursuit of the Wow, Power Speak and Offensive Marketing* - the writers of business books attempt to lure the manager from his dreary reports to their pages of wit, wisdom and practical help.

Who buys these books? More interesting, why do people from all backgrounds pay between £10 and £40 for a business book? Various surveys provide some clues.

The first motive seems genuine need for help. Faced with seemingly intractable human issues, structural complexity and

competitive markets, the desperate manager is hungry for solutions to problems. Good books, many believe, simplify or even clarify complex topics and help identify useful suggestions to existing problems.

The second motive is education. People buy books to attempt to keep up to date; to hear what noted authorities are saying; and to expand their non-specialised education and business knowledge base.

They may also attempt to benchmark their own company

against accurate reports of other (in)famous companies that failed or succeeded (at least in the short run).

The third motive appears to be responding to the need for innovation. Many readers hope that new thought processes may be stimulated and new ideas may be injected into the organisation.

Reading for some managers is a mind-stretching business and they believe they use others' ideas and practices for innovation in their own organisations.

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الآن من الامان

Salad Days are here again

Antony Thornicroft talks to Julian Slade about the revival of his 1954 musical *jeu d'esprit* with Kit and the Widow

Summer and sunshine and falling in love: not the latest riff from *Snoopy Doggy Dog* but the essence of *Salad Days*, Julian Slade's 1954 musical which returns to the West End next Thursday.

Slade burns the line needling in his easy chair in his Chelsea basement flat, surrounded by theatrical mementoes, his cat, and his grand piano, the piano on which he composed *Salad Days* and around 20 more musicals, many of which have never reached an audience.

That is what *Salad Days* was all about. Of course it was avant-garde at the time. The two young people are rebellious, they go against their parents' wishes. That a whimsical tale of two upper class Oxford graduates looking after a magical piano for a month should be regarded as challenging would be incomprehensible today.

But the 1950s was another era. Slade's hero was Vivian Ellis and the inspiration for the music in *Salad Days* was Ellis's *Bless the Bride*. Slade, just out of the Cambridge Footlights, wrote it, aged 24, as a summer party piece for the Bristol Old Vic repertory company.

The idea for *Salad Days*, in true theatrical tradition, came from the barmail. In a scene worthy of *The Good Companions*, the actors were crowded in the theatre's bar thinking up a title for the yet-to-be-written entertainment. "Why not call it *Salad Days*?" said the barmaid, who had been selling programmes for *Antony and Cleopatra* the previous week and had liked the phrase. Working to such a title Slade, and his co-writer Dorothy Reynolds, inevitably came up with a show about youth and romance.

It should have run for three weeks, but audience reaction was so good that Eric Porter, who was in the cast, suggested that the company should persuade any London contacts to see it. Slade knew Michael Codron, who was then working for Jack Hylton. Codron liked it; Hylton liked it; and

within three months it had opened at the Vaudeville with the same company and Slade himself playing the piano in the pit. It ran for over five years, for 2,288 performances, a record at the time for any musical, and Slade was made.

Like his contemporary Sandy Wilson, whose *The Boyfriend* arrived in the West End just weeks before *Salad Days*, such success was never to be repeated. Slade will go down in theatrical history as the creator of a *jeu d'esprit*, the last gasp of traditional revue before it was bulldozed into memory by Broadway and musical realism.

Not that Slade has any regrets. A shy, benign man, totally without malice, he agrees "success when young hit the rest of my career" but he does not let it worry him. He has always kept working, and for the last two years has been deeply involved in this new production of *Salad Days*, which returns to the Vaudeville.

To some extent it is a showcase for Kit and the Widow, the musical duo who perform like Flanders & Swann on speed to popular acclaim. In need of a new vehicle for their camp charm, and too busy to write new material, they are consuming a long-time love affair with *Salad Days* by appearing in the revival.

Yet *Salad Days* will not be camped up. It is too impossibly whimsical to be parodied. Critic Harold Hobson described the original production as "bright, gay, effervescent". Rather to Slade's surprise Kit and the Widow, and director Ned Sherrin, are sticking strictly to the original script. The time is obviously right for some gentle escapism.

After *Salad Days* Julian Slade had some success with *Free As Air*, which deserves a serious revival. But the runs got shorter and shorter and *Salad Days*, performed from Finland to Australia, became his regular pay cheque. Slade works on, currently with Kit Hesketh-Harvey. They have almost completed an adaptation of *Dear Brutus*: "I need a peg. I find it terribly difficult to write a one-off

song. I hope *Dear Brutus* will be produced one day - the sooner the better". There are signs of a Slade revival. A recent production was set in London Zoo with Jane singing "I sit in the sun" to a grizzly bear - and Slade is increasingly invited to perform a one-man show of his material.

Julian Slade, at home with his musical mementoes

Although his diffident, innocent, other-worldly character might put him at odds with the modern musical he refuses to criticise. "Times have changed, although I miss the lightness of touch of a Vivian Ellis or a Noel Coward. The wit and humour are gone".

The sheer tunefulness of *Salad Days*, its light hearted, almost Wode-

housian, unreality, have somehow placed it outside of fashion. Created "off the top of our heads" by writers steeped in nostalgia for the musical comedies of the pre-war years, it is ageless. Back "for a strictly limited season" it will be fascinating to see what a hard bitten contemporary audience makes of such a *bonne bouche*.

Trevor Humphries

ARTS



London Theatre

La Dolce Vita

Stage adaptations of films are almost as popular at the moment as film adaptations of Jane Austen. Manchester Royal Exchange's main winter show was *A Night at the Opera*; Theatr Clwyd is selling its forthcoming production of *Double Indemnity* as a version of James M. Cain's novel, but its audience will more readily recall the classic *film noir* and, in probably the most ambitious translation, the David Glass Ensemble is tackling what it describes as "Fellini's landmark film".

A certain amount of Fellini's vision persists in the company, dressed in elegant monochrome, traverse a stage whose main prop is a curved staircase and a quartet of mobile guano screens through which characters can enter and exit, and one of which even does horizontal service as a bed. The solo scenes and duets acknowledge the film's misleading sense of sparseness (although in fact it used more than 800 actors), and Nino Rota's original score forms the backbone of Paul Sand's musical arrangements for a supper-loung quartet.

However, the sad fact is that Glass and Sand's version is compelling neither as musical theatre nor, really, as theatre. From the opening children's TV-presenter yell - "Hi! I'm Paparazzo, and this is where I hang out: Via Veneto!" - one gets that sinking feeling, which is borne out over the next two-and-a-half hours. Dialogue and lyrics sound at best like pedestrian translation, at worst crassly generic to music theatre. It is difficult to tell

where Rota's music ends and Sand's begins.

As gossip columnist Marcello, Gerard Casey does his best Mastrotianni impression; he is moderately comfortable with Marcello's heartlessness and superficial dissatisfaction, but grows overwrought as the journalist's descent into the inferno of fashionable Rome accelerates. Rachel Pittman makes a fine giggling ingenue; Sarah Parish vamps stylishly as the upper-crust Maddalena; and Johnson Willis doubles ably as the sinister Duke and the morsom academic Steiner.

But for every touch of charming success, such as the deliberately sloppily-choreographed nightclub chorus line, there is another irritating let-down such as the supposedly big atmospheric number during a picnic ritual in the city's catacombs. The story's parallels with Dante's *Inferno* are brought out, but the correspondences reap no appreciable dramatic effect. It is fitting that we should not really care about this collection of gilded, artificial creatures, but unfortunately we do not particularly care about the show either.

David Glass has been genre-hopping over the last few years, from Gothic melodrama with *Gormenghast* to modern adventure (*The Mosquito Coast*). His scope and ambition are admirable, but are in danger of becoming too often indulged at the expense of his theatrical success rate.

Ian Shuttleworth

At the Lyric Hammersmith, London W6, until April 27 (0181-741-2311).

A good 'Relapse'

Unusually for a peak-period Restoration comedy, Sir John Vanbrugh's *The Relapse* (1695) is almost completely devoid of wit. There is some robust repartee, certainly, erotic or mocking or truculent, and some well-shorn epithets - but nothing to be relished as one relishes the verbal flights of Congreve and Wycherley, or the fine character-drawing in the dialogues.

The Relapse is a one-idea comedy. Most people are much more lubricious than it is thought proper to admit; they are either at it, or in undisguised hot pursuit of it, most of the time, especially in late 17th-century London: dragging that out on stage should be mildly outrageous (everybody really knows, after all) and therefore amusing.

Board Bank is being sponsored with £25,000 from NatWest, which covers the set up and promotional costs. Another NatWest sponsorship, the NatWest 90s Prize for Art, is currently on show at the Royal Academy in London.

The Corporation of London is to be the new sponsor of the London Schools Symphony Orchestra. It takes over this month from London Electricity, which backed the LSSO for six years and says goodbye on Monday with a Barbican concert featuring Julian Bream. The corporation is investing £130,000 over three years, including the commissioning of new work. The sponsorship confirms the City's status as the third largest funder of the arts in England, after the Arts Council and the BBC.

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If the broad lines of Judge's staging come close to gross-

and-giltzy, however, his excellent down-to-earth detail. The result makes a longish (three hours with an interval) but quite entertaining evening. Among the many expert principals, too numerous to record, four stand out.

The rustic Sir Tunbally Clumsey (Christopher Benjamin) blossoms into an impeccably extravagant 18th-century cartoon - better than Vanbrugh deserves, for his stereotyped "country" folk expose his lazy London bias. Christopher Godwin makes Coupler, the society go-between, a memorably creepy groper and grabber. Victor Spinetti's Lord Fopington is a delight: indiscernibly vain, of course, and yet exuding placid, kindly, unshakable decency.

Above all Susan Tracy's Beritia, the "other woman" in the main intrigue, is a model of Restoration playing. Everything she does is unabashedly public and self-conscious, though most of her role involves feigning and deceit; and she does it with perfect poise and sexy period grace. She takes us into her confidence, teasing and knowing, always maintaining a slight ironic distance. It is nice to be reassured that there are still actors about who can bring that style off. It is too complicated now for most of her contemporaries.

David Murray

At The Pit until June 15; production sponsored by Allied Domex.

Sponsorship

When little things mean a lot

the £50,000 from Morrison's Supermarkets which paid David Mach to create "Train", and helped persuade the Arts Council to contribute £251,500 from the lottery towards the cost of the 350,000 brick sculptures at Darlington.

Yesterday the council gave £354,000 to make possible Antony Gormley's "Angel of the North", the 80-foot steel sculpture at the entrance to Gateshead on the A1, because local companies Express Engineering and Silver Screen have shown their confidence in the project with £6,000. Now all eyes are on British Steel, which is expected to give much of the material for the creation.

One of the quaintest sponsored events comes from Northern Rock, the building society, it is contributing £5,000 towards an exhibition at the Durham Art Gallery of art and new gallery space.

Sponsorship has contributed £1m, led by £150,000 from InterCity East Coast, which is providing free travel and paying for seven works of art to grace the ramparts which surround Berwick-upon-Tweed. The other major sponsor is Barbour, which is giving £100,000 towards the improvement of the Laing Art Gallery in Newcastle.

But seed corn can get big projects off the ground. It was

the northern rocks, stones decorated by artists in the area from the Stone Age down to the arrival of the Romans. Alongside will be works by contemporary artists influenced by such landscape artists, notably Andy Goldsworthy.

The King's Theatre in Edinburgh has persuaded Pimlico Vodaphone and Emergency Mums to finance a scheme which provides theatre-going parents with a free babysitting service when visiting the theatre. Pimlico provides cash and Emergency Mums, a babysitting service, help in kind. All told the package is worth £10,000.

Companies are constantly seeking new ways of helping the arts, one of which is how they can make practical contributions to the long term success of an arts organisation.

One of the worthy causes currently needing help is the Royal College of Art, which in its hundred years of existence has trained thousands of students who have gone on to make vast profits for British companies through their design and craft skills.

These days students must think twice about accepting a place at the RCA because of inadequate grants. To ensure that it continues to attract the best, the RCA has launched a centenary Scholarship Fund. An endowment of £24,000 produces just over £4,000 a year in perpetuity, enough to pay a student's maintenance costs for two years and contribute to fees. Marks & Spencer, Conde Nast, House of Fraser, W.H. Smith and Osborne & Little are just some of the companies

traditions and innovations in Egyptian art. The works range in size from five-inch statuettes to life-size portraits; to April 14.

■ COLOGNE
OPERA
Odeonhaus Tel: 49-221-2218240
● *Giulio* by Verdi. Conducted by James Conlon and performed by the Oper Köln. Soloists include Frederic Kait, Katarina Dalayman and Gino Quilico; 5pm; Apr 14, 18 (7.30pm).

■ BIRMINGHAM
CONCERT
Symphony Hall
Tel: 44-121-2123333
● Bengt-Ake Lundin: the pianist performs works by Mozart, Frumerie, Liszt, Ravel and Rachmaninov; 2.30pm; Apr 14.

■ CHICAGO
CONCERT
Chicago Orchestra Hall
Tel: 312-435-6666
● Chicago Symphony Orchestra: with conductor Lawrence Foster and pianist Alfred Brendel perform works by Hause and Beethoven; 5pm; Apr 13, 16 (7.30pm).

■ CLEVELAND
EXHIBITION
Cleveland Museum of Art
Tel: 216-421-7340
● "Pharaohs: Treasures of Egyptian Art from the Louvre": exhibition of 30 works of Egyptian art from the Louvre. All major periods in 3,000 years of Egyptian history are represented in the show, which examines royal imagery in statues, reliefs, and stelae for insights into

the Stirng Maxwell Collections, with works by Goya, El Greco, Velasquez, Murillo, Coello and Salgado; to April 14.

■ GLASGOW
CONCERT
Glasgow Royal Concert Hall
Tel: 44-141-3326633
● *Warsaw* Shostakovich, violinist Rafal Zambrowski-Payne, cellist Davis Cohen and pianist Bobby Cohen perform Beethoven's Symphony No.3 in E flat (Eroica), Triple Concerto and Egmont Overture; 7.30pm; Apr 14.

■ EXHIBITION

The Burrell Collection
Tel: 44-141-6497151

● *Visions of Spain*: over 30

paintings from the Stirng Maxwell Collections, with works by Goya (1746-1828). The majority of the exhibits come from the collections of the Prado Museum in Madrid and the Metropolitan Museum in New York. Highlights include the paintings *The Parasol* and *Self-portrait* (1815). The exhibition includes 30 paintings, 52 drawings and 91 prints; to April 14.

■ LONDON
CONCERT
Barbican Hall Tel: 44-171-6388891
● Gothenburg Symphony Orchestra: with conductor Neeme Järvi perform Stenbo's *Pohjola's Daughter*, Symphony No.6 in D minor and Symphony No.5 in E flat; 8pm; Apr 14.

■ DETROIT
EXHIBITION
The Detroit Institute of Arts
Tel: 313-833-7633
● Thomas Cole: *The Voyage of Life*: on loan from the National Gallery of Art in Washington, D.C., this series of four paintings by American artist Thomas Cole (1801-1848) concerns the life, the passage of time, and personal salvation through religion; to April 14.

■ NEW YORK
CONCERT
Metropolitan Opera House
Tel: 1-212-362-8000
● *La Bohème* by Puccini. Conducted by Simon Young and performed by the Metropolitan Opera. Soloists include Angela Gheorghiu, Karita Mattila, Roberto Alagna and William Shimell; 8pm; Apr 13.

■ GLASGOW
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■ EXHIBITION

The Burrell Collection
Tel: 44-141-6497151

● *Visions of Spain*: over 30

■ OSLO
EXHIBITION

Nasjonalgalleriet Tel: 47-22-200404

● Francisco Goya: Paintings - Drawings - Prints: exhibition

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COMMENT & ANALYSIS



John Kay

An idea full of leaks

The commonsense instinct – that it is daft to introduce competition in the water industry – is correct

It is satisfying to be proved right when everyone tells you that you are wrong. The trouble is that it clouds your future judgment.

So Napoleon, after many victories, invaded Russia. Caesar failed to beware the ideas of March. Mrs Thatcher refused to be deflected by advisers who told her it was impossible to reduce the power of trade unions, or to privatise state industries. She also refused to be deflected when told the poll tax would not work. But on that occasion, her advisers were right.

The UK government's white paper on competition in the water industry comes from a similar vein. It is driven by 10 Downing Street. The objective is to bring to water the same kind of competition that is changing the face of other utility industries.

That competition was introduced in the face of ferocious opposition. They said that only a British Telecommunications monopoly could provide an advanced, integrated, national telecommunications network. But competition has brought better services and lower prices.

We were told the lights would go out if the electricity industry were broken up. It was broken up and the lights stayed on. Or the country would be racked by gas explosions if the British Gas monopoly were disturbed. It was disturbed and our buildings are still intact.

So it is easy to see why there is scepticism when the same sort of arguments are presented to explain why it is impossible to have competition in the water industry. As in telecoms, gas and electricity, there are those in the industry who rush to explain that the present structure is not only the best of all possible worlds but the only one that can protect us from contaminated water.

That argument is as fallacious as all the others. But there is a difference between water and the other utilities. It really is possible, and desir-



Brick check: maintaining one of London's Victorian sewers

ANNOUNCEMENT

Montigny, 12 April 1996

Rather than let rumours develop regarding the offers made to the Société Civile des Salariés (SCS) regarding the purchase of its shareholding in Financière Eurest, Sodexho clarifies its position as follows:

1
The management buy-out of EUREST France that was put in place in 1991 has been supported by SODEXHO SA, holding 33.34% of the share capital of Financière Eurest; Wagons-Lits, holding 33.3% of the shares; the management and associates owning 33.2% of the shares (but 57.88% of the voting rights); and by the venture capital fund, Epargne Développement, with 0.16% of the equity.

2
SODEXHO contested the sale in 1995 by Wagons-Lits to Compass of its 33.3% of the capital in Financière Eurest, notably in the context of the agreements made at the time of the management buy-out in 1991. SODEXHO has recently taken legal action against Compagnie Internationale des Wagons-Lits in this respect. As a result, SODEXHO considers that the Board of Financière Eurest must reject in accordance with statutory authorisation procedures the offer made by Compass to purchase SCS's shareholding in Financière Eurest.

3
More than 5 years ago, SODEXHO decided not to make any alliance without the full support of its partner's existing management. Hence, over the last 9 months, SODEXHO management has held discussions with SCS management and together they have developed a solution which guarantees management independence and autonomy for the EUREST France business, thereby ensuring the perfect continuity of the current situation.

4
SODEXHO has offered a consideration of up to FF 694 million for the SCS's shareholding, dependant upon the future performance of EUREST France, but subject to a minimum payment of FF 592 million. This consideration is interest bearing at the average monthly money market rate (T4M) with effect from 1 April 1996.

5
SODEXHO has also provided to the SCS a bank guarantee of FF 694 million (value date 1 April 1996) as surety of its intent to purchase in due course the SCS's interest in Financière Eurest. The SCS has made it known that certain of its own shareholders (both Eurest France managers and others) wish to sell their stakes immediately; to this end SODEXHO is ready to make an advance to the SCS on the consideration payable in due course for the acquisition of the latter's shareholding in Financière Eurest.

For further information, please contact:
Clodine PINCEMIN
Corporate Vice-President, Communications
Tel: (33.1) 30 85 72 14

Sodexho

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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'line'). e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

Trends in German pensions

From Mr Paul Brunner.

Sir Andrew Fisher's article on German pensions ("The storm on the horizon", April 9) is a reminder that the German "book reserve" system of pension funding is often misunderstood. For example, Mr Fisher states that "the reserves, often held in bank deposits or other short-term assets, are generally used to finance companies' own investments". This reflects a common misconception that there are assets that specifically correspond to pension liabilities. In reality, all of the assets of the business are available to meet pension commitments. There are not necessarily any earmarked matching of funds or securities.

The first difference is that the clear-cut separation between resources and distribution, which is the key to the new structure of gas and electricity, simply does not exist in water. Much of the UK's needs could be supplied from Kielder Water, a huge lake in Northumbria which was built to cater for northern manufacturing industry that closed down, at the cost of piping it all the way across England or more expensive. So the electricity industry has been broken up by separating the National Grid and London Electricity from companies such as National Power and PowerGen, and now several others which run power stations. And in future consumers will be able to buy gas or electricity from any company – it could be British Gas, Marks & Spencer or Barclays Bank – which wants to provide service, billing and account management.

As with any other form of retailing, these companies will buy in the services they need – manufacturing and distribution – to bring the goods to the customer. So why is it the same thing cannot happen in water? Just as in electricity and gas, there can be competing suppliers putting power into the system and selling it

to final customers, there could be a national water grid, and River Thames Water could compete on taste, price and service with Farnoor Reservoir, Highland Spring and Perrier piped across the channel.

to what it would cost to build these assets now. Since many of the reservoirs, pumping stations and pipelines were built by the Victorians, their replacement cost was mostly irrelevant.

However, the replacement cost is not irrelevant to potential competition: a new supplier would have to pay the cost of building such assets from new. But at the moment, there is no more than a handful of customers across the country paying more than it would cost a new entrant to supply them, once proper account is taken of the opportunity cost of the water resources and the replacement cost of distribution assets.

That means there is no possibility of competition based on superior efficiency. However efficient you are, you cannot undercut current prices and make money unless you cross-subsidise your sales from somewhere else.

And that is what will happen. Something the government can call competition will emerge. Large customers will ask for discounts and get them. The reasons they will get them will have nothing to do with the long-run cost of supply, which reflects the cost of replacing the water companies' assets. They are already paying less than this under tariff related to the very low amount for which the government sold the assets. Large customers will get discounts simply because they can ask, and the government is encouraging them to ask.

Domestic users cannot ask, and will not get. Mostly, they will just have to meet the cost of discounts for other people. Perhaps that was what the government had in mind. Or perhaps they just had not thought it through.

Philip Stephens is on holiday. John Kay is chairman of London Economics and visiting professor of economics at the London Business School. His fortnightly column will in future appear on the Friday Management page

Paul Brunner,
European strategist,
Robert Fleming & Co,
26 Copthall Avenue,
London EC2R 7DE

EU has valuable role in alleviating US-China strain over trade

From Ms Judith Hippel Bello.

Sir, Sir Leon Brittan, the European Union's trade commissioner, spoke recently on trade policy at a United Nations Conference on Trade and Development (UNCTAD) seminar. News reports in the US and, doubtless, China focused on his statement that the EU supports China's World Trade Organisation accession at an "early" stage, with the flexible phase-in of some WTO obligations.

Despite its accuracy, Sir Leon's statement is unfortunate in referring only to the EU's position and using the word "early". It will reinforce the widespread misconception in Beijing that the US is blocking China's WTO admission. This misconception exacerbates an already strained US-China relationship and delays China's WTO accession. The terms China has proposed for membership are widely viewed as substantively inadequate. Yet its hardliners will interpret the EU statement as confirmation that the roadblock to prompt WTO admission is US politics.

The article links "the absence of these funds from the market" with the fact that "pension funds are far smaller in relation to the economy than in many other industrialised countries". The book reserve system itself represents pension funding, albeit of an unusual type, and so cannot be held responsible for the low level of this ratio. It does hinder the development of capital markets, but that is another matter.

More generally, the real potential for private pension provision does not lie in conversion of the book reserve system to UK-style managed funds. Companies have been gradually shifting to capitalised schemes, for years, in for them to run down their involvement in pension provision. Individual saving, rather than a transformed corporate pension system, will have to take the lead in supplementing the struggling state system.

From Mr Michael Twist.
Sir, Philip Stephens states ("Invitation to honesty in the halfway house", April 10) that the "electorate...understands the link between Europe and prosperity...opting for jobs ahead of the political abstraction of sovereignty". Mr Stephens does not substantiate how Europe has made us prosperous or created UK jobs, yet goes on to refute the Eurosceptics on this basis.

How has the net transfer of £3bn per annum to the EU made us more prosperous? Surely it makes us less so. The Common Agricultural Policy artificially inflates UK food prices and becomes, to use his words, an "abstract" additional

tax on the UK. An "O" Level student of economics knows that the minimum wage enshrined in the social chapter can only threaten job creation. How has the global ban on exporting British beef made us more prosperous or the encroachment of European fisherman in English fish stocks?

How dare he call sovereignty an abstraction. If he is arguing that sovereignty is meaningless, why does the IRA remain so terribly committed to a sovereign Ireland? Why has the Soviet Union collapsed and the Balkans been so long at war?

I agree that history matters. The Gold Standard, Bretton Woods and the ERM should have taught us that fixing exchange rates is a futile exercise in face of the free movement of capital. How we exit a single currency? Sovereignty is precious. Britain will prosper outside of Europe.

Before Mr Stephens writes another article, I suggest he substantiates his assertions of what the electorate thinks, rather than arrogantly assuming it conforms to his own abstract view of Britain's future.

Michael Twist,
31 Wister Road,
Putney,
London SW15 2LL, UK

UK can be prosperous outside Europe

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Putney,
London SW15 2LL, UK

US has chosen economically preferable route to job creation

From Mr Anwar Raval.

Sir, Professor Christopher Pissarides (Letters, April 10) claims that the job creation success in the US is at the expense of equality. However, in disparaging service-sector jobs in the US in the cities supermarket packers and

petrol station attendants, he presents a perfect example of the attitude problem (along with labour market rigidities) which causes Europe to lag the US in job creation.

What economic logic is there to dismissing such employment on the grounds

that it creates "inequality" – even though the supermarket and petrol station workers mentioned are more often than not students, seniors and women working part-time; people who it suits to work in those jobs. Presumably, the writer prefers – in the name of

full equality for all, in high paying jobs – that such workers remain unemployed and (most likely) a charge on state coffers.

Anwar Raval
7704 Suraci Court
Annandale, VA, US

Europa - Sergio Romano

Hard to spot the difference

There is little to choose between the main contenders in Italy's election

When Italians vote on April 21 they will have to choose between two main coalitions. On one side there is the centre-right, led by Mr Silvio Berlusconi, the media magnate who leads Forza Italia, and Mr Gianfranco Fini of the National Alliance (AN).

On the other side is the centre-left Olive Tree alliance, led by the Party of the Democratic Left (PSDI) created from the former Communist party, with smaller partners such as the left of the old Christian Democrat party, the Greens, old communist hardliners and a new group formed by Mr Lamberto Dini, the present prime minister.

Voters ought to be able to choose between the two on the basis of their programmes. But with a few exceptions their programmes are substantially similar: both say they will privatise state assets, reduce government spending, improve public services and create jobs. The right, unlike the left, is promising to cut taxes, although it would probably content itself with a marginal rebalancing of the fiscal system.

One of the more surreal episodes of the campaign has been provided by Mr Romano Prodi, the leader of the centre-left coalition, when he accused the right of plagiarising parts of his programme. This produced an irritated response from the right which pointed out that the shared part of the two parties' programmes came from a policy document drawn up by the national shopkeepers' trade association. I cannot recall a similar case where two politi-

cal adversaries have used the same source and discovered their programmes were so similar.

Voters are thus likely to ignore the coalitions' programmes and vote instinctively for the parties and their leaders. As in other countries, many are likely to make the decision on religious, ideological or family grounds. And the result will be determined by the third of the electorate which is undecided.

Yet we cannot conclude that the coalitions would adopt the same approach in tackling the two main challenges facing Italy. The first is to reform the country's constitution and adopt a political system that creates stable governments capable of pursuing long-term policies. The second is to put its public finances in order, reducing the public deficit to the 3 per cent of gross domestic product required by the Maastricht treaty for entering the European Union's single currency.

Resolving both challenges is essential if Italy is to maintain its role in the heart of the EU. It will be difficult, if not impossible, for a politically unstable country with unsound finances to join economic and monetary union in 1999. But if Italy cannot tackle its constitutional and financial difficulties, it will be progressively marginalised in the Union and sooner or later forced out of the club of the leading industrialised nations.

Where do the two alliances stand on these two points? The right wants to reform the political system. Mr Prodi and Mr Berlusconi favour a semi-presidential system of government modelled on that of France, where the head of state is directly elected and has powers to form a government, nominate and sack ministers, and dissolve parliament.

Although the right's programme remains partial and ambiguous, it would devote much of its energy

to constitutional reform. On the left things are less clear. Mr Massimo D'Alema, the leader of the Party of the Democratic Left, certainly favours political reform. But he must take account of allies who are against even minor modifications to the powers enjoyed by Italy's parliament.

For reasons of history, a sizeable section of the left rejects the idea of a national leader elected by the people and capable of imposing his own policies on his parliamentary followers. Italy's parliamentary system gives even minority parties a say – and even a veto – on national policymaking.

In power, the centre-left leaders – Mr D'Alema, Mr Prodi and perhaps Mr Dini – would have to take account of their allies' views. At the constitutional level the left is thus more conservative than the right. On Europe, the positions of the two groupings are seemingly reversed. The right claims to back the single market and monetary union; but the National Alliance opposed ratification of the Maastricht treaty.

The Alliance is especially strong in the south where many of its voters rely on the state industries for their employment. Like Russia, Italy has an economic *nomenklatura* with the heads of these

Italian voters are likely to ignore the programmes of the coalitions and instead vote instinctively for the parties and their leaders

Thus as the election approaches, neither alliance satisfactorily confronts the two main challenges. One can only hope that the undecided voters – the ones who determined the outcome of recent elections – oblige the parties to be less reticent and ambiguous on these issues.

The author is a historian and columnist for *La Stampa*, the Turin daily newspaper

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FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday April 12 1996

Prepare for the age of genetics

Genetics research has accelerated to the point where several human genes are discovered every week. Four thousand of the estimated 50,000 to 100,000 genes that provide the blueprint for our development have been identified, and almost all of them will be known within 10 years. It is easy, therefore, to feel blasé about the discovery of yet another new gene. But the one announced today is special.

The gene for Werner's Syndrome, a rare disease whose victims age very rapidly, is the first known to control the ageing process. Everyone will be excited by the prospect of new treatments to delay the deterioration associated with old age. But the discovery also throws into relief a host of ethical, legal and social concerns that people have about the breakneck speed of genetic research - from the immediate fear that gene tests will lead to unfair discrimination in employment and insurance, to possible long-term abuse of genetic engineering to create a master race.

Today, all we know for certain about the new gene is that four rare mutations in it lead to very rapid ageing, with the result that people in their 30s and 40s suffer from the diseases and the physical appearance that are normally associated with the 70s and 80s. The scientists who made the discovery hope that, by studying the gene in the general population, they will find a range of more common mutations that affect susceptibility to the diseases of old age; these could be the next to develop.

If Labour wins the next election, an elected Greater London Authority is likely to be established. It is hard to object to such a step on principle. Everything depends on the nature of the beast, as yet visible only in bold outline.

The arguments for an elected London authority come down to one invincible word: democracy. Londoners had a directly elected authority for nearly a century, until it was abolished by the Thatcher government in 1986. Opinion surveys show that they overwhelmingly want it back. And they do so because they believe that their quality of life, particularly their public transport, would improve thereby.

This appears to be a settled view, and since it so obviously accords with the practice of city government in virtually every other western democracy, there is little point in resisting it. On the contrary, it should be seen as a challenge to create a body which maximises the benefits to Londoners of gaining a single democratic "voice" while minimising the likelihood of unnecessary bureaucracy and political tension.

Labour's outline scheme appears broadly sensible. It rules out changes to the existing system of boroughs, which have been chopped and changed enough. It gives the proposed authority partial responsibility for public transport, through control of London Transport. It will also act as the

Burnt toast

It can be difficult having Li Peng as a house guest. When the Chinese premier journeys to the west, he is inevitably greeted by placards and protests, and by hosts who have difficulty forming the words of welcoming speeches. Mr Li takes the brunt of the public blame for Tiananmen seven years ago, and his experience in Paris is a bruising personal reminder that he has yet to be rehabilitated.

Before leaving Beijing, Mr Li gave polite interviews, suggesting that both France and China are countries with a long history, rich culture and an important role in international diplomacy. He is right, but his fit of pique over a dinner speech by the French prime minister, Mr Alain Juppé, indicates an unfortunate willingness to make a diplomatic incident out of a predictable paragraph on human rights. Instead of responding as if he was losing face, Mr Li should have taken it on the chin.

His reaction is not as people tend to think "typically Chinese", but a characteristic response from Mr Li, known at home for occasional prickliness and a fondness for what is called the "sweet taste of bitterness".

Chinese foreign policy is sweet-and-sour. The government is aware of its Great Power status, but also prone to see itself as a victim. This sense, on display at the Paris dinner, echoes the traditions of a Communist party determined to expel "foreign aggressors", and is strongly felt by Mr Li.

opened into a test to predict how long someone might live.

Imagining that you were offered such a test. Would you take it? Probably not, if there was nothing practical you could do about the results. You might be more interested if there was a prospect of treatment. But even then you might be put off, if you had to declare the outcome to third parties such as insurers or employers. Or, if you were a young woman wanting to have a baby, might you be tempted to choose the embryo on the basis of a longevity gene test?

People are already beginning to face dilemmas of just that sort over tests for diseases ranging from breast cancer to Alzheimer's. And the science is moving so fast that within a few years it will be possible to test almost every facet of our genetic inheritance, including aspects of intelligence and behaviour which are determined by many genes acting together with environmental influences.

The implications of this rapidly approaching future need to be thought through now. Choices should also not be left exclusively to individual parents, patients, doctors or insurance companies. What is needed is an ethical and legal framework governing the use and abuse of genetic research - and, inevitably, governments will have to take a lead. In the UK, the government should establish a wide-ranging Human Genetics Commission to oversee the whole field, as the Commons science committee has recommended.

The implications of this day after the Bahrain execution, Sheikh Mohammed bin Mubarak al-Khalifa, Bahrain's foreign minister, said his government would not reconstitute the National Assembly, dissolved by the al-Khalifa in 1975. "Western-style democracy" would only "divide rather than unite" Bahrainis, he insisted. "We say openly: that won't work here. We are not in Scandinavia, we are in the Gulf. We are going to do it our way."

"We don't want to hang people, we don't like that," Sheikh Mohammed said. "But people should know that capital punishment is there."

Bahrain's crisis began in December 1994 after the regime jailed Shia clerics who, along with some secular and Sunni former MPs, had compiled a petition to recall the National Assembly. There was an eight-month lull from last April while the government held talks with Sheikh Abdalrami al-Jamri and other leading clerics. Then in January, the violence resumed - spreading from Shia villages into Manama, where hotels, banks and businesses have been bombed - after the talks collapsed and the government sent its interlocutors back to jail.

Each side accused the other of bad faith. The opposition says the government undertook to examine the re-introduction of full constitutional rule after the clerics went back to their mosques to call off the agitation. The government says Mr al-Jamri, emboldened by the unprecedent rally of up to 50,000

people which turned out to greet him and other Shia leaders released during the talks, decided to increase opposition demands.

Bahrain's neighbours, especially the Saudis, were shocked by the size and number of these demonstrations, which some diplomats and Sunni businessmen say convinced Bahrain's Emir, Sheikh Isa bin Salman al-Khalifa, that the opposition wanted outright power.

Bahrain's old National Assembly was more auditor than legislature. Ministers appointed by the Emir had to appear before it, mostly to account for spending. Yet Sheikh Mohammed maintains that "we have a fundamentalist movement here which wants to govern and not only in Bahrain". He says its leaders are trained, organised and financed by "certain external forces". He refuses to name Iran

directly but says the source of the fundamentalists' support will come out when Mr al-Jamri and his colleagues appear in court.

"Thus far, however, the government has furnished no evidence of Iranian involvement. Clerics are trained in centres of Shia learning such as Qom, the mullahs' heartland in Iran, but other Shia sheikhs, including Mr al-Jamri, studied at Najaf, an Iraqi Shia religious centre.

"This is as far from fundamentalism as you could ever want," says one senior western diplomat. "This is a community movement, not a religious movement".

But the al-Jamri trial could easily radicalise this movement, in which a cult of Islamist "martyrdom" is already growing. Hundreds of young Shia Moslems who can

exhibit their jailings and beatings like battle honours are ris-

ing quickly up the pecking order.

However, the violence and its effects so far should be kept in proportion. Best estimates are that 24 people have been killed, many of them by the security forces. The bombs in Manama have so far been

small, crude devices designed to

scare and seek publicity, rather than cause real bloodshed. Jailed opposition leaders still preach non-violence. Hotels are almost empty, consumer spending is down, and the property market has been dislocated by expatriates moving into the capital from suburbs adjoining Shia villages. But until now, the economy has suffered from attrition rather than structural damage.

Big Bahrain employers, such as Alfa, the aluminium smelter, and ASRY, the ship-repair company,

have not lost a day's work from their large Shia workforces. The

banking industry is still intact, with offshore bank assets now around \$80bn, not far short of the \$72bn peak reached before the 1991 Gulf war damaged confidence. Gulf International Bank, for instance, has just won international underwriting for a \$300m syndicated loan on favourable terms for its own general funding rather than for projects, and with a maturity of seven years - double the previous norm. "We don't pay a premium for our dollars," one banker says.

But GIB is a regional bank owned by the Saudi-dominated Gulf Co-operation Council (including Bahrain, Qatar, Oman, Kuwait and the United Arab Emirates). In that light, the syndication terms say more about these countries' ownership of two-fifths of world oil reserves than the prospects of Bahrain, which has little oil of its own. In Bahrain's business community, many feel it is only a matter of time before gradual erosion does undermine the structure of the economy.

The security forces, led by the shadowy former British colonial policeman Mr Ian Henderson and largely staffed by Pakistanis, have had little trouble keeping control so far. But if this tempts the country's rulers to ignore the political and social grievances of the Shias, the opposition could equally be tempted to intensify its challenge.

"The gap is growing between the rulers and the people of this island, and not only the Shias," says one Sunni businessman. Another wealthy Sunni and former MP warns that "the Shias will fight: they will go on as long as it takes, so it's ballots or bullets". He adds that "as a Sunni, I'm going to lose" if the conflict gets more violent and sectarian, "so I want a parliament out of interest as well as conviction".

The government, in addition to repression, hopes a combination of job creation and limited consultation with its citizens will defuse the crisis. Mr Abdul Nabi al-Shoaila, the Shia Moslem labour minister, is turning his budget towards vocational training, and expects to create about 35,000 jobs in the next five years, through new public and private investment and increased "Bahrainisation", replacing gradually 130,000 low-paid Asian workers with local labour.

The government also plans to make the Majlis al-Shura, the consultative council appointed by the Emir on the Saudi model, more representative from next month. Some form of municipal representation may also be introduced, although Sheikh Mohammed will not say whether by election or selection. "You have to build a culture of civic disagreement," says one minister. "You can't import democracy like an air conditioner."

The problem with this approach, as elsewhere in the Arab world, is that the Islamist group will get a monopoly on dissent. "No other party has the opportunity to get in touch with its masses five times a day, every day of the year," admits a senior Bahraini official referring to Moslem prayer times.

So far, the legitimacy of the al-Khalifa, who have ruled Bahrain for over two centuries, has not really been questioned. Diplomats, opposition and business leaders warn that could change if the royal family relies on repression. As one Sunni businessman puts it: "We want a parliament. Whether it is now or in five, or 15 years time. But the later he [the Emir] leaves it, the more likely it is he'll go to."

COMMENT & ANALYSIS

Democracy out of reach

Neighbours and allies are watching closely as Bahrain's rulers resist demands from Shia Moslems for political reforms, says David Gardner



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Big Bahrain employers, such as Alfa, the aluminium smelter, and ASRY, the ship-repair company,

have not lost a day's work from their large Shia workforces. The

process has reared its head in Bangkok where Vasanti Pothipippanon, president of a local distributorship for Mercedes, believes there is a film about the Zapatista struggle in the making.

Surely some room there for product placement?

The man's all heart

■ Something to warm the cockles of your heart. US President Bill Clinton is going to appear - as himself - in a forthcoming CBS TV film about a child with terminal cancer, who wants to meet the president.

The White House says that

Clinton has agreed to participate because the film reinforces the importance of the 1993 Family and Medical Leave Act. This piece of legislation requires employers to provide up to 12 weeks of unpaid leave a year to all workers who need time off during a family emergency to care for an ailing spouse, parent or child.

Called "A Child's Wish" the film

depicts the troubles of a family when the daughter loses a leg, and the father subsequently loses his job as a result of spending too much time with her.

It's nice to see he's got time to

spare in this very busy (election) year.

The driving seat

■ A novel slant on the democratic

50 years ago

Malayan tin hopes

Patient shareholders in Malaysian tin-producing companies can at last see the first glimmer of daylight. That, at least, is suggested by the news that an offer of financial aid may in due course be put before individual producers.

Negotiations have not yet reached finality, but progress has been made. There is a

possibility - to put it no higher - that the eventual settlement of war damage compensation may not be wholly unsatisfactory to the companies - which was a good deal more than was

thought likely a short time ago. Undoubtedly, financial help will be essential to the restoration of the industry.

Cunard Steam Ship

Cunard Steam Ship has not yet found it possible to provide stockholders with a group balance sheet. Last year Sir Percy Bates told them that to

combine figures of a 62 per cent subsidiary would produce meaningless accounting results. In the absence of consolidated figures it is, of course,

impossible to view the results of the group as a shipping entity. Nevertheless, stockholders will note with pleasure the progressive building and reconditioning policy outlined in the report.

Just kidding

■ Just back from a holiday in Florida, Nikolai Senn, chairman of Union Bank of Switzerland, was whisked in front of the television cameras on Wednesday, to give his view of the startling merger approach last week from Rainer Gut, chairman of rival CS Holding.

As the call came on April 1, did Senn think it was an April fool's joke?

"Partly," he growled.

TriGem Computer Inc.

(incorporated in the Republic of Korea with limited liability)

Notice of Bondholders' Additional Option to Redeem Bonds on 4th June, 1996

and

Rights to Revoke Notices of Redemption

To the Holders of the Company's

U.S. \$30,000,000

3 1/2 per cent. Convertible Bonds due 2005

(the "Bonds")

(Redeemable at the option of the Bondholders in 1996)

NOTICE IS HEREBY GIVEN that TriGem Computer Inc. (the "Company"), pursuant to Condition 12(b) of the Bonds and with the agreement of Bankers Trust Company Limited, the Trustee for the Bondholders (the "Trustee"), amended the Terms and Conditions by a Supplemental Trust Deed dated 2nd April, 1996 and entered into by the Company and the Trustee to provide for an additional option exercisable in June, 1996 as the price referred to below plus accrued interest. The Company and the Trustee have also amended the Terms and Conditions of the Bonds in (i) allow those Bondholders who have exercised their option to redeem Bonds on 4th June, 1996 to revoke such exercise on or prior to 28th May, 1996 in the manner described below and (ii) allow the Company to purchase, at its option, such Bonds that are being requested to be redeemed by the Bondholders pursuant to their option to redeem Bonds.

In addition, on the same basis, the Company has amended Condition 7(b) of the Terms and Conditions of the Bonds as set out below. In the Supplemental Trust Deed referred to above, the Company has agreed with the Trustee that, with effect from 2nd April, 1996, Condition 7(b) of the Bonds will be replaced by the following:

(i) Redemption at the option of the Bondholders

(1) Any Bondholder may, under notice of redemption of all of the Bonds or some only of the Bonds (which Bonds include the Bonds in which the relevant Bondholder could otherwise require TriGem to redeem or purchase pursuant to this paragraph (i) and pursuant to paragraph (i) or (c) of this Condition) shall have been given by TriGem or prior to the date of deposit of a notice of redemption and sale under this paragraph (i), by completing, signing and depositing at the specified office of a Paying Agent during normal business hours of such Paying Agent not less than 20 nor more than 30 days prior to the relevant date for redemption a notice of redemption and sale in the form (for the time being current) obtainable from any Paying Agent, require TriGem to redeem, or at the option of TriGem, purchase all or some only of the Bonds held by him on the following dates:

(a) 4th June, 1996 (the "1996 Put Date"); or

(b) 4th June, 1998 (the "1998 Put Date").

(ii) Any such notice of redemption and sale may not be revoked except with the consent in writing of TriGem and, if not so revoked, will bind TriGem upon surrender by the Bondholder of the relevant Bond or Bonds at the specified office of the Paying Agent with whom the notice of redemption and sale was deposited and upon satisfaction of the conditions precedent mutatis mutandis to conversion specified in Condition 5(b)(i), to redeem, or at the option of TriGem, purchase the Bonds to which such notice relates in the full principal amount.

(1A) where the Bondholder, on the 1996 Put Date, the Bonds shall be redeemed or purchased, as the case may be, at 120.06 per cent. of the principal amount of such Bonds together with interest accrued to the date of redemption or purchase, as the case may be, and;

(B) where the Bondholder requires TriGem to redeem, or at the option of TriGem, purchase all or some only of the Bonds held by him on the 1998 Put Date, the Bonds shall be redeemed or purchased, as the case may be, at a price calculated in accordance with the formula outlined in (iv) below (the "1998 Put Price") together with interest accrued to the date of redemption or purchase, as the case may be.

(iii) Any Bondholder wishing to revoke such notice of redemption and sale must deposit a notice of revocation at the office of the Paying Agent where such Bondholder's original notice of redemption and sale was deposited. Any such notice of revocation must be deposited at the office of such Paying Agent no later than 5:30 a.m. (local time of the City where the relevant Paying Agent is located) on 28th May, 1996 and the option referred to the 1996 Put Date and 28th May, 1996 as regards the option referred to the 1998 Put Date.

(iv) The 1998 Put Price will be calculated in accordance with the following formula:

$$P_2 = \frac{C}{(1 + \frac{r}{100})^2} \times (P_1 + (C - \frac{154}{360}) - \frac{1}{100} \times SCP \times \frac{r}{360})$$

Where:-
P2 = 1998 Put Price (expressed as a percentage of principal amount of the Bonds and rounded off to three decimal places);
P1 = 1996 Put Price (120.06 per cent. of the principal amount of the Bonds);
C = Face Coupon;
SCP = The number of days from the 1996 Put Date (4th June, 1996) to the next Coupon date.

SC = Short Coupon to be paid on the 1998 Put Date (on 4th June, 1998).

r = 1 per cent. to be calculated on a 360 days per year basis as described in Rule 251.1 and Rule 803.1 of the Rules and Regulations of the New York Stock Exchange (or any substitutes or successor thereof) and expressed as a percentage;

SCP = 1/360 of 1998 Put Price.

The Yield on the Reference 2 year U.S. Dollar LIBOR swap rate for the purpose of y above, will be determined by Donald Securities Co. Ltd. on the following basis:-

(a) The "Yield" will be the offered 2 year U.S. Dollar LIBOR swap rate which appears on the display designated "OTC" on the Reuters monitor (or such other page or service as may replace it) for the purpose of displaying the offered yields on such Reference 2 year U.S. Dollar LIBOR swap rate for the first quotation in the Reference 2 year U.S. Dollar LIBOR swap rate occurring on or after 1000 a.m. (London time) on the Determination Date.

(b) "Determinant Date" means 28th May, 1996.

The Company has also agreed that once Donald Securities Co. Ltd. has calculated the percentage of principal amount at which Bonds will be redeemed on 4th June, 1996 in accordance with the formula set out in Condition 7(b) of the Bonds, the Company will give notice to Bondholders of such percentage to accordance with Condition 14 of the Bonds as soon as reasonably possible after 28th May, 1996 but in any event, not later than the fifth London business day thereafter.

Bondholders who have exercised their option to have Bonds redeemed on 4th June, 1996 and who wish to revoke such exercise may do so by delivering written notification to the Paying Agent with whom the relevant notice of redemption and sale was deposited at any time not later than 5:30 a.m. (local time of the City where the relevant Paying Agent is located) at the place of the specified office, as set out below, of the relevant Paying Agent on 28th May, 1996.

In the Supplemental Trust Deed referred to above, the Company has also agreed with the Trustee that, with effect from 2nd April, 1996, Condition 7(b) of the Bonds will be replaced by the following:-

(b) Redemption at the option of TriGem

On or at any time after 2nd April, 1996 and prior to maturity, TriGem may, having given not less than 40 nor more than 60 days to the Bondholders (which notice will be irrevocable), redeem all or from time to time only some (being U.S. \$1,000,000 in principal amount or an integral multiple thereof) of the Bonds (other than any Bonds in which a notice of redemption under paragraph (i) of this Condition shall have been deposited prior to the giving of the notice referred to in this paragraph (b)) at 101 per cent. of the principal amount of the Bonds up to and including 31st December, 1996 and thereafter at their principal amount, together in each case with interest accrued to the date of redemption, provided, however, that no such redemption may be made prior to 1st January, 1999, unless that Closing Price of the Shares for each of 20 consecutive trading days, the last of which occurs not more than 30 days prior to the date upon which notice of such redemption is published, is greater than both (i) 140 per cent. of the Conversion Price in effect on such trading date, and (ii) the percentage of the Conversion Price in effect on such trading day that is the same as the 1998 Put Price (as defined in Condition 7(d)) percentage of the principal amount of the Bonds.

The term "Closing Price" for any day means the price at which the Bonds are sold or repurchased on such day, the closing bid or offered price (less any fees or expenses) reported by the Korea Stock Exchange for each of the Bonds if the Bonds are listed on the Korea Stock Exchange, the average of the closing bid and offered price of the Shares for each day as furnished by an independent member firm of the Korea Stock Exchange selected from time to time by TriGem for the purpose and approved by the Trustee. If there shall occur an event giving rise to a change in the Conversion Price during any such 20 trading day period, appropriate adjustments for the relevant days approved by the Trustee shall be made for the purpose of calculating the Closing Price for such days. The term "trading day" means a day when the Korea Stock Exchange is open for business. If no price as aforesaid is reported on the Korea Stock Exchange (or furnished by a member firm as aforesaid) for one or more consecutive trading days such day or day will be disregarded in the relevant calculation and will be deemed not to have existed when ascertaining such 20 trading day period.

Upon the expiry of any such notice, the Company will be bound to redeem the Bonds to which such notice relates at the price aforesaid applicable to the date fixed for such redemption, together with interest accrued to the date of redemption.

References in these Terms and Conditions and in the Trust Deed to principal in respect of any Bond shall, where the context so permits, be deemed to include a reference to any premium payable thereon.

It is for the Bondholders to decide whether the 1998 Put Price adequately compensates them for deciding not to exercise their option to require the Company to redeem, or at the option of TriGem, purchase all or some only of the Bonds held by them on the 1996 Put Date.

All Bondholders contemplating taking an action in respect of the matters contained in this notice should seek independent advice as to their tax position and, if in any doubt, should also seek independent financial advice.

Copies of the Supplemental Trust Deed which implements the above amendments are available at the specified offices of each of the Paying Agents set out below.

Paying Agents
Bankers Trust Company
140 Broadway
Bankers
Levadia EC2A 2HE

Bankers Trust Luxembourg S.A.
P.O. Box 807
14 Boulevard E.D. Roosevelt
L-2450 Luxembourg

Swiss Bank Corporation
1 Amsterveldweg
CH-4022 Basel
Switzerland

TriGem Computer Inc.

12th April, 1996

KONINKLIJKE HOOGOVENS NV
IJmuiden, the Netherlands

On 11 April 1996, the General Meeting of Shareholders of Koninklijke Hoogovens N.V. fixed the dividend for the 1995 financial year at NLG 3 per ordinary share having a nominal value of NLG 20.

The dividend less 25% dividend tax will be paid out on 26 April 1996 to holders of shares which were entered in the Company's Shareholders' Register on 11 April 1996.

The dividend less 25% dividend tax will be made available to holders of convertible depositary receipts for shares with effect from 26 April 1996, through the mediation of those institutions at which the coupon sheets forming part of the depositary receipts were held in safe custody on 11 April 1996.

IJmuiden, 11 April 1996

The Board of Management

Stichting Administratie-
kantoor Hoogovens
(Trust Office)

Koninklijke Hoogovens

COMPANIES AND FINANCE: EUROPE

Merger rejection could put suitor in play

Ian Rodger looks at the implications of UBS's rebuff of a merger with CS Holding

Merger advances rejected



Volksbank, CS is the market leader in most Swiss retail banking markets, but that would be attractive only to someone with a lot of patience. Switzerland is overbanked, and net interest margins have rarely exceeded 1 per cent.

However, financing the necessary rationalisation could be helped by selling off the group's 46.3 per cent stake in Elektrowatt, a Swiss electricity generating and engineering company.

A big question is whether a significant foreign presence in Swiss banking would be acceptable to the Swiss. In law, there is no obstacle to foreign takeovers, but the cases of banks having a significant retail presence in a foreign country are still very few. Indeed, CS itself experiences the protectionist passions that can be aroused by such an idea when it proposed two years ago acquiring Austria's Creditanstalt-Bankverein.

There is also a technical issue. If a Swiss bank becomes foreign controlled, it is no longer allowed to use the word Swiss in its name. CS appears to be anticipating that eventually through the use of the acronym in its name, and UBS is widely expected to go the same way within the next few years.

Questions remain unanswered for CSFB

The decision by UBS to rebuff a merger approach from CS Holding has left feelings of relief among UBS's investment bankers, but leaves unanswered questions for CS First Boston, CS Holding's investment banking business.

The main motivation for CS's approach may have been the cost savings through rationalisation of their domestic retail banking networks, but the deal would also have strengthened the investment banking business.

With its failure, CSFB is now expected to consider smaller acquisitions to fill gaps in its range of products.

While UBS bankers acknowledge CSFB's edge in core businesses such as primary issues and mergers and acquisitions, they were also alarmed by the possible culture clash. Viewed from CSFB's side of the street, CSFB had a more American culture with a comparatively short-term, more aggressive and more entrepreneurial outlook.

Several CSFB bankers, on the other hand, had been looking forward to the additional strength UBS would have

brought, particularly in equities, and saw themselves as very much the dominant partners in the investment banking marriage.

At first sight, CSFB would seem in little need of radical management action. The CS group was ahead of its commercial banking competitors in developing an investment banking business. In 1978, Credit Suisse formed a joint venture with First Boston, a US investment bank; in 1988, First Boston was subsumed into the joint venture. Only last year did counterparts such as Dresdner Bank of Germany make their investment banking acquisitions.

In 1995, its European M&A department under Mr Stephen Hester worked on deals such as the \$1.6bn (\$2.4bn) bid by Central & South West for the UK regional electricity company. CSFB also won the appointment to act as Morgan Stanley and Goldman Sachs.

Executives say the firm is "light" on its European stockbroking capability. While it has proved it can win mandates on equity issues, it lacks the sales, trading and research which would secure its position as a leading European equities house.

UBS, on the other hand, has built on Phillips & Drew, the UK broker it bought a decade ago, and now ranks alongside SBC Warburg as one of the leading equities brokers in Europe.

Since that acquisition, UBS has taken a much slower approach to developing its international investment banking business than its Swiss rival, concentrating on building its activities by

recruitment and internal training.

Although widely tipped as a potential bidder for Lehman Brothers, the US investment bank, it has consistently turned down opportunities to acquire a ready-made investment banking business in either the US or Asia.

The bank now feels that it has begun to break into the top tier. It has begun to win lead mandates for global bond issues, rather than just co-leads, and has steadily built its primary equities business - partly by recruiting from CSFB.

But UBS has not yet returned a definitive rebuttal to criticisms made by Mr Martin Ebner, the bank's rebellious shareholder, of its relatively low profitability. While much of the problem lies with the domestic banking network, some can be attributed to its wholesale banking business, which London analysts argue includes too much low yielding interbank and corporate debt.

Nicholas Denton and George Graham

shares, representing 22.6 per cent of the fully diluted equity.

Infogrammes, which posted a net profit of FF120m in the year to June 30 on turnover of FF122m, is a leader in developing software based on cartoon characters such as Tintin, Asterix and the Smurfs.

On a pro-forma basis, Ocean suffered non-recurring losses on consolidated turnover of FF1275m last year.

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 147th Annual General Meeting of the members of AMP Society will be held in the Savoy Ballroom of the Grand Hyatt, 123 Collins Street, Melbourne, Victoria, Australia at 10.00am on Wednesday, 1 May 1996 for the following purposes:

- To receive and consider the report and statement of the Directors, the financial statements and the report of the Auditor in respect of the AMP Society and the AMP Society Group for the year ended 31 December 1995.
- To consider and, if thought fit, to pass the following ordinary resolution:
"That the amount of the Directors' remuneration under By-law 24.1 be determined as \$800,000 per annum."

Proxies

A member entitled to attend and vote is entitled to appoint a proxy to attend and vote instead of the member. A proxy need not be a member.

Proxy forms must be received at the address below at least 48 hours before the meeting.

Proxy forms are available on request from the Returning Officer at the address below:

Ballot Administrator

Price Waterhouse Urwick

Level 15, 201 Kent Street

Sydney NSW 2000

AUSTRALIA

By order of the Board
D G Robinson, Secretary

12 April 1996

EXPLANATORY NOTE: DIRECTORS' REMUNERATION

The second resolution is to approve an increase in directors' fees under By-law 24.1 from \$533,333 per annum to \$800,000 per annum, to be shared amongst AMP's nine non-executive directors.

Fees were last determined by members in 1990 and by virtue of By-law 24.2 these fees have reduced to \$533,333 per annum as the number of directors has decreased since that time. The proposed increase in the amount available to be paid as remuneration to non-executive consistent with current corporate practice of major Australian companies. Directors do not anticipate seeking a further increase in fees for the next three or four years.

AMP Society

Securities
of fit forecast

COMPANIES AND FINANCE: THE AMERICAS

Georgia Pacific and Boise Cascade post sharp falls

By Richard Tomkins
in New York

Two big US paper companies, Boise Cascade and Georgia Pacific, yesterday joined other US paper makers in reporting severe falls in first-quarter profits amid a glut in the market for paper products.

Boise Cascade saw a slide in net income from \$57m to \$25.5m and Georgia Pacific reported a fall from \$22m to \$50m.

Both cited lower prices for paper products, caused by a sharp decline in orders.

"Orders for paper fell as economic growth in Europe and the US slowed and as customers worked off higher-than-normal inventories they had accumulated last year as a hedge against rapidly rising paper prices," Boise Cascade said.

Earlier this week Interna-

tional Paper reported worse-than-expected first-quarter profits of \$124m after tax against \$248m last time, and Champion International revealed first-quarter profits of \$84m, down from \$131m.

Yesterday, Boise Cascade gave a detailed breakdown of the effect of weak market conditions on prices for paper products. It said it curtailed production by about 85,000 tons in the first quarter, and average prices fell for all grades of paper produced by the company.

Price declines included a fall of \$143 a ton, or 14 per cent, for uncoated free sheet papers; \$75 a ton, or 7 per cent, for coated papers; \$74 a ton, or 16 per cent, for containerboard; and \$260 a ton, or 38 per cent, for market pulp.

Among the products least affected by the general trend

was newsprint, the price of which edged down by only \$2 a ton, or 0.3 per cent.

Boise Cascade warned that its second-quarter results would also be depressed by lower average prices for paper and market pulp.

Further ahead, if US and European economic growth rebounded modestly, the company expected inventories of uncoated free sheet papers to normalize, setting the stage for improved market conditions. But markets for other grades of paper and market pulp were expected to improve more slowly.

Georgia Pacific said it expected continued weakness in prices, but said industry-wide mill inventories were falling and the company was beginning to see some signs of improved demand for its pulp and paper products.

Time Warner's Pathfinder site links with CompuServe

By Louise Kehoe
in San Francisco

Time Warner yesterday announced an agreement to link Pathfinder, its extensive news site on the Internet's World Wide Web, to CompuServe, one of the largest online information services in a deal aimed at drawing more users to both services.

Time's New Media group said it would create a personalised news service, called Pathfinder Personal Edition, and offer it free of charge to CompuServe subscribers. Other Internet users would have to pay a subscription fee for the new service.

The arrangement is believed to be the first of its kind, linking an on-line service to exclusive content on the Internet. Time Warner said the new

service, to be released later this year, would draw upon material produced by Time's magazines, which include Time, People, Sports Illustrated and Fortune.

Personalised news services, which automatically deliver news on selected topics from a variety of sources, are proliferating on the Internet as publishers seek ways to generate subscription revenues from Web sites to supplement income from advertising.

Free subscriptions to personalised news services are also being offered by Internet access providers, such as Netcom Online Communications, as a promotional tool.

Time Warner also announced an agreement with Open Market, an Internet software company, to enable subscribers to use its Express software which

automatically downloads material from a pre-selected Web site, eliminating the long delays that many Internet users suffer.

• Videotron, the Canadian telecommunications group seeking about US\$500m from the sale of its UK cable-TV unit, posted a loss of C\$9.4m (US\$6.5m) for the six months to February 28, against net profit of C\$4.1m a year earlier, reports Robert Gibbons in Montreal. Revenues were C\$416m against C\$368m.

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COMPANIES AND FINANCE: UK

Institutions say £2.1bn BET bid could succeed, but investors cautious

Rentokil 14p rise may prevail

By Geoff Dyer and Daniel Böglér

ive, said: "This bid is a classic financial engineering exercise. They are trying to grab BET for a low price before the market gets a chance to properly value the company itself."

Under the revised terms, Rentokil is still offering nine new shares for every 20 BET shares, but it has increased the cash part of the offer from 28 to £11. It is also offering to pay a dividend of 4p per share. The cash alternative has been raised from 179p to 202p.

At yesterday's closing prices the offer valued BET shares at 211p, compared with the BET share price of 189p, up 7p.

The majority of institutional investors in BET predicted that Rentokil's new offer would probably be successful. "After this, BET has got its work cut out to stay independent," said one of its largest shareholders.

"This is not a knock-out blow, but the balance is probably still in favour of Rentokil," said another big BET investor. However, he expressed some concern about Rentokil's ability to generate savings at BET and its familiarity with a lot of



Clive Thompson: announced revised offer yesterday

its activities.

Another of the biggest institutions was more confident Rentokil would win: "We think it's all over now. It has been a matter of price all along, not a

question of whether Rentokil would win. Rentokil might have got it without raising their offer." Most of the large institutions have yet to meet either of the groups.

The fall in Rentokil's share caused concern among some institutions. One shareholder in both group's said: "This possibly suggests that not all the Rentokil shareholder base has faith in Clive Thompson."

Rentokil said it was considering a complaint to the Takeover Panel about a BET statement last night that the new offer valued its shares at the same price as at the previous night's close. Rentokil said the statement was misleading because its shares were "ex-dividend", while BET shares were "cum-dividend".

Lex, Page 20

Profits rise 36% at Berendsen

By Hilary Barnes in Copenhagen

Sophus Berendsen, the Danish majority shareholder in Rentokil, reported a 36 per cent increase in 1995 profits after net financial items to Dkr1.27bn.

Operating profits increased 25 per cent to Dkr2.18bn and profits after tax increased from Dkr99.1m to Dkr1.55bn. Earnings per share rose from Dkr19.4 to Dkr36.5 and the board proposed a one-for-10 scrip issue and an increase in the dividend from Dkr4 to Dkr5.

If the Rentokil bid for BET is successful, Berendsen's shareholding will slip from 51.7 to 35 per cent.

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Lex, Page 20

Ericsson buys Vodafone out of Orbitel

Ownership of one of the UK's few designers and manufacturers of mobile phones is moving abroad. Ericsson, the Swedish telecommunications manufacturer, is paying an undisclosed sum to buy out Vodafone of the UK, its joint venture partner in Orbitel Mobile Communications, writes Alan Cane.

Ericsson paid £45m (£68m) in January

cent to 41.3 per cent; turnover increased from Dkr12.33bn to Dkr13.76bn, with Rentokil's sales rising from Dkr77m to Dkr7.45bn. The textile services, power and motion control, and electronics and data division saw substantial improvements in profits, which combined increased from Dkr237m to Dkr373m.

Rentokil's operating profit, when converted, rose 8 per cent to Dkr1.82bn, although it rose 21 per cent in sterling terms to £21.4m.

If the Rentokil bid for BET is successful, Berendsen's shareholding will slip from 51.7 to 35 per cent.

tions services in the UK.

Orbitel was established in 1987 as a joint

venture between Racal - whose mobile

division became Vodafone - and Plessey

to exploit the growing market for mobile

phone handsets and transmission infra-

structure. When Plessey was acquired by

GEC in 1989, Racal bought the latter's

stake for £8m.

Clark float delayed for three years

By Patrick Harverson

The flotation of C. & J. Clark is likely to be delayed for at least three years while the family-owned Somerset-based shoe group grapples with the restructuring of its underperforming domestic footwear business.

Clark, which today will unveil a 27 per cent rise in pre-tax profits to £24.8m (£38m) has been committed to a flotation since family shareholders rejected a £184m takeover offer from Berisfords International three years ago.

At the time, the group pledged to come to the stock

market by May 1998.

Yet Clark, one of the largest private companies in Britain is now unlikely to be ready for a flotation until at least a year beyond that date, reportedly because Mr Tim Parker, the recently-appointed chief executive, needs more time to cut costs and restore the group's UK profits.

The restructuring of UK operations cost Clark £11.3m in charges last year as the group cut jobs at its head office and factory in Street, Somerset. Its management will warn today that more charges are likely this year as UK production is slimmed further.

British Steel add more value to

British Steel opens £13.5m facility

By Stefan Wagstyl

British Steel, the UK steelmaker, has set up a high-technology distribution centre in the West Midlands to make just-in-time deliveries to the motor industry.

The 21.5m (320.5m) centre at Wednesfield, near Wolverhampton, employs 78 people. It opened this month and will reach full capacity later this year. The high-technology equipment includes a press for stamping doors and other parts, and laser-guided cutting and welding machines.

The investment will help British Steel add more value to

its products and improve

communications with its cus-

tomers in the motor industry.

It could also be the first step towards further investment in finishing and tailoring prod-

ucts to customers' needs. "We

are not going into competition

with the press shop," the com-

pany said, "but who knows

what might happen further

down the line."

Mr Brian Moffat, chairman

and chief executive, said: "the

group's efforts to increase effi-

ciency - including the new dis-

tribution centre - would help

it weather the downturn in the

European steel industry, which

started late last year.

DIGEST

BP sees secure improvement

British Petroleum shares rose 5/8p to 591/8p yesterday after an upbeat report by Sir David Simon at the annual meeting. The chairman told shareholders that BP's stronger dividend policy was sustainable because the improvement in performance was

Mr John Browne, chief executive, said that even under a cautious set of assumptions, BP could raise post-tax profits by 50 per cent over the next five years, or another \$1.5bn.

This underpinned the board's view that the company should be paying out 50 per cent of underlying earnings in dividends.

David Lascles

T&N forms Chinese ventures

T&N, the motor components and specialist engineering group, is to manufacture piston rings, gaskets and friction products in China. The company has formed three joint ventures to expand its presence in China, which it regards as one of its largest future markets.

The largest is a 230m (£30m) project with Teikoku, the Japanese piston ring maker, and China's Anqing Piston Ring Company. The three partners have agreed to build a new plant in Anhui province designed to produce 20m units a year.

T&N is also investing in a 5m gaskets joint venture with the Nanchang Air Cylinder Gasket Factory, setting up a greenfield site in Jiangxi province that will be 70 per cent owned by the UK group. It has drawn up similar plans for a new 23.15m facility at Wuhan City, central China, to produce brake pads and brake shoe assemblies.

Tim Bur

Eurocamp acquires agencies

Eurocamp, the tour operator, is paying up to 93.35m (\$3.7m) cash for Tesh Travels GmbH and Tesh Travels AG, which currently operate as sole agents for the sale of Eurocamp holidays in Germany, Switzerland and Austria.

The deals will allow Eurocamp to profit from selling insurance and transport with its holidays, as well as ending the constraints of current agreements. The German, Swiss and Austrian markets accounted for more than 30 per cent of the camping division's bookings in 1995.

Consideration for Tesh Travels GmbH will be DM7.5m with a further profit-related amount up to a maximum DM2.95m. The price for Tesh Travels AG will be SF13.19m.

NATWEST MARKETS

Clark float delayed for three years

By Patrick Harverson

The flotation of C. & J. Clark is likely to be delayed for at least three years while the family-owned Somerset-based shoe group grapples with the restructuring of its underperforming domestic footwear business.

Clark, which today will unveil a 27 per cent rise in pre-tax profits to £24.8m (£38m) has been committed to a flotation since family shareholders rejected a £184m takeover offer from Berisfords International three years ago.

At the time, the group pledged to come to the stock

market by May 1998.

Yet Clark, one of the largest private companies in Britain is now unlikely to be ready for a flotation until at least a year beyond that date, reportedly because Mr Tim Parker, the recently-appointed chief executive, needs more time to cut costs and restore the group's UK profits.

The restructuring of UK operations cost Clark £11.3m in charges last year as the group cut jobs at its head office and factory in Street, Somerset. Its management will warn today that more charges are likely this year as UK production is slimmed further.

British Steel add more value to

its products and improve

communications with its cus-

tomers in the motor industry.

It could also be the first step towards further investment in finishing and tailoring prod-

ucts to customers' needs. "We

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Mr Brian Moffat, chairman

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group's efforts to increase effi-

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tribution centre - would help

it weather the downturn in the

European steel industry, which

started late last year.

British Steel opens £13.5m facility

By Stefan Wagstyl

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COMPANIES AND FINANCE: UK

Fairclough Homes reports profits and expected to remain part of group in short term

Amec spends £4.1m fighting Kvaerner bid

By Motoko Rich

Amec, the construction group which last year fended off a £260m (\$547m) hostile bid from Kvaerner, the Norwegian shipbuilding and engineering group, yesterday said it would not put its housebuilding business on the block in the near term.

The group, which indicated in its bid defence that it was prepared to sell Fairclough Homes, has decided an imminent sale would not maximise shareholder value.

Mr Peter Mason, who took over as chief executive in March, said: "We believe there is more we can do with this business."

He made his comments as the group announced a 21 per cent drop in pre-tax profits to £15.3m. The housing business turned losses of £2.8m into profits of £2.6m.

Mr Mason said the group would appoint a new chief executive at Fairclough who would be asked to review the cost base, geographic spread and long-term land holdings. Following this, it would assess Fairclough's "fit within the group against the business's performance and future market conditions".

The group also said that having turned £20.4m net borrowings in 1994 into £14.5m net cash, it would seek powers to buy back preference shares. It would only exercise such powers if they enhanced earnings potential for ordinary shareholders.

The fall in pre-tax profits was struck after bid defence

Amec by business

	Operating profits 1995	£m	1994	£m
Construction	11.9	5.2	11.9	5.1
Manufacturing and services	5.1	5.1	5.1	5.1
Manufacturing and services	1.65	1.25	1.65	1.25
Process and energy	(7.3)	7.7	(2.6)	2.6
Project development	2.6	2.6	2.6	2.6
Total group	32.8	28.6	32.8	28.6
Source: Company				

The group does not have plans to seek a merger or acquisition – it had made a bid for Alfred McAlpine as part of its defence against Kvaerner

costs of £4.1m. Excluding these, pre-tax profits in the year to December 31 were unchanged from the previous year at £20m. Stripping out a number of other one-off costs – including a £8.1m loss on the settlement of its disputed Tiffany oil platform contract – profits increased 33 per cent from £19.2m to £40.9m.

Turnover of £2.5bn compared with £1.96bn previously and included a first-time contribu-

tion from Morse Diesel, the US construction management company acquired in January 1995.

Construction profits more than doubled to £11.9m, helped by improved performances in the UK and strong contributions from abroad, particularly in Asia Pacific.

Mr Mason said that the group was no longer an "old-fashioned contractor" but provided "complete solutions".

A strategic review launched by Mr Mason resulted in the consolidation of UK businesses and annual savings of £5m and he said the group would seek further cost savings.

Manufacturing and services profits rose to £6.1m, and mechanical and electrical profits to £1.65m (£1.25m). The process and energy business suffered a deficit of £7.3m following the Tiffany settlement and losses in its Newcastle fabrication business.

Mr Mason said the group did not have imminent plans to seek a merger or acquisition – it had made a bid for Alfred McAlpine, a rival UK construction concern, as part of its defence against Kvaerner. "But we would like to see consolidation in the UK," he added.

Earnings per share contracted to 1.1p (3.1p). The group recommended an unchanged final dividend of 1.5p, making a maintained 1.5p for the year of 3p.

The shares rose 3p yesterday to 110p.

Lex, Page 26

Rathbone reflects middle England

By Martin Brice

The changing tide of fortunes for middle England was reflected in full-year results of Rathbone Brothers, as the asset management and private banking group saw funds under management increase from £1.7bn to £2bn (£3bn).

"More people are retiring or being made redundant at around 50 years of age, and they are getting quite large sums of money. This is probably the first time they have had a sizeable sum to invest," said Mr Michael Bryant, marketing director.

"We act for Middle England, by which I mean people with portfolios of around £250,000, and they tend to like a reasonable comfort factor and a more approachable fund management. This is a growing market, in which we are getting a larger market share. I would say there are some people who are getting wealthier, and a lot of people who are getting poorer."

The group, which has bases in Liverpool and London, saw pre-tax profits for the year to December 31 rise 19 per cent, from a restated £6.2m to £7.36m, struck on turnover up 51 per cent to £27.8m.

Excluding the acquisition last year of Laurence Keen Holdings, the London fund management and stockbroking group, the rises would have been about 2 per cent and 11 per cent respectively.

Earnings per share on a share base swollen by the acquisition were almost static at 21.3p (21p).

				Dividends		
	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Total for year
Amec	2,451	(1,982)	15.9	1.1	July 1	1.5
Castrol	12.4	(11.9)	1.52	3.1	2.3	3
Edie	38.7	(31.9)	3.57	3.99	July 1	0.8
Lydia (S)	6.100	6.100	0.28	0.28	18	1
Marshall & Peacock	1,000	2,149	16.5	12.3	12.3	4.76
Prudential	1,000	1,000	0.47	0.47	nil	nil
Rathbone Bros	17.6	(14.4)	7.35	21.31	21.31	6.5
Swindalefield	27.8	(18.4)	8.21	4.63	May 24	6
Tays	37	(34.9)	2.69	13.8	13.8	3.5
Tider	9.89	8.8	0.285	11.44	11.44	6.5
Yr to Dec 31	16.5	(17.9)	0.288	2.22	July 1	4
			(0.111)	(1.03)		0.5
					July 2	0.5
						1
						0.5

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. ¹After exceptional charge. ²After exceptional credit. ³Comparatives restated. ⁴On increased capital.

RESULTS

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L'Assemblea degli Azionisti dell'ENI S.p.A. è convocata in sede ordinaria in Roma, Auditorium del Massimo, Via Massimiliano Massimo, 17, per il giorno 14 maggio 1996 alle ore 10 in prima convocazione e, oponendo e, per il giorno 15 maggio 1996, stessa ora e luogo, in seconda convocazione per discutere e deliberare sul

ORDINE DEL GIORNO

1. Bilancio di esercizio al 31 dicembre 1995, bilancio consolidato, relazione del Consiglio di Amministrazione sulla gestione, relazione del Collegio Sindacale e relazione della società di revisione: deliberazioni conseguenti;
2. Distribuzione del dividendo;
3. Determinazione del numero dei componenti: il Consiglio di Amministrazione;
4. Determinazione della durata in carica degli Amministratori;
5. Nomina dei componenti del Consiglio di Amministrazione;
6. Nomina del Presidente del Consiglio di Amministrazione;
7. Determinazione del compenso del Presidente e degli Amministratori.

AI sensi dello Statuto, gli Amministratori saranno nominati mediante voto di liste, escluso quello nominato dal Ministro del Tesoro d'intesa con i Ministri del Bilancio e della Programmazione Economica e dell'Ind

COMMODITIES AND AGRICULTURE

Labrador nickel project 'poses no threat'

By Kenneth Gooding,
Mining Correspondent in Paris

The huge Voisey's Bay nickel venture in Canada poses no serious threat to existing producers of the metal, Mr Yves Rambaud, chairman of Eramet, the western world's third largest nickel producer, insisted yesterday.

He suggested that Voisey's total production costs would not be as extraordinarily low as had been indicated and that it was hopelessly optimistic to believe that such a big mining

and processing complex, destined for such a remote part of Labrador, could be in production by the year 2000.

Mr Rambaud said Eramet had made no change to its own expansion plans. It aimed to spent FFr 2bn to lift annual capacity at its nickel complex in New Caledonia gradually from 50,000 to 60,000 tonnes by 2000.

While Voisey's cash production costs would be comparatively low, Mr Rambaud pointed out that the capital costs very carefully.

As for timing, Mr Rambaud pointed out that several important issues still remained to be solved at Voisey's, including the technical methods to be

US\$1bn - would be very high and total costs would reflect this.

The total cost per pound of producing nickel was likely to be lower at Eramet's expanded New Caledonia complex.

However, Voisey's did present a problem for potential new nickel mines. They would have to examine their expected costs very carefully.

For timing, Mr Rambaud pointed out that several important issues still remained to be solved at Voisey's, including the technical methods to be

used and agreements with indigenous peoples, while Newfoundland had to devise a new tax structure for the mining complex.

If nickel demand, as expected, continued to grow at between 2 and 3 per cent a year, Voisey's annual output of 115,000 tonnes would be needed when it came into production - in 2003 or 2004 in Mr Rambaud's opinion. Very little other new capacity was scheduled before 1999.

After a battle with Falconbridge, the western world's sec-

ond largest nickel group, Inco, another Canadian company, which is the biggest in the business, seems likely to gain control of Voisey's.

Mr Rambaud said that was extremely good news for the industry. An entirely new entrant to the industry would have produced flat out at Voisey's even when demand and prices were very low. Inco had substantial existing operations, some high-cost, and would have to take into account what impact Voisey's output would have on them.

Australian miners count cost of cyclone

By Nikki Tait in Sydney

Mining companies in Australia's Pilbara region were yesterday totting up the damage and cost of lost production in the wake of Cyclone Olivia, the most severe of this season's tropical cyclones to hit Western Australia.

The category four cyclone, similar in intensity to the one that battered Darwin two decades ago, tore through the resource-rich area on Wednesday night, with wind gusts peaking at around 139 knots.

Most of the iron ore mines in the region were closed. Hamersley Iron, part of the RTZ-CRA

group, shut down at Tom Price, Paraburdoo and Marandoo on Wednesday evening, and cleared them of hundreds of workers. BHP mines at Mr Whaleback and Yandi were also closed.

Woodside Petroleum, operator of the large offshore North West Shelf oil and gas project also unhooked its floating production and storage vessels and moved them out of the area, although gas production facilities remained in operation.

The worst impact, however, appeared to come at Pannawonica, a small mining town south of Dampier with a population of around 1,000, where

many buildings were damaged and power is likely to be disconnected for several days. The town serves the Robe River mining operations, owned by the Melbourne-based North group. North said last night that the mine remained closed, and it was still trying to assess when production might restart.

More positively, North said that its Cape Lambert loading facilities, where about 3m tonnes of ore was stockpiled, were not affected. By yesterday evening, both BHP and Hamersley had also begun to reopen operations.

• The Queensland state government said yesterday that

talks would be held in Normanton this weekend in an effort to find an accelerated solution that would permit RTZ-CRA's A\$850m Century zinc mining project to proceed.

The timing of the project became uncertain when a native title claim by the local Waanyi people was allowed to be registered with the new Native Title Tribunal, triggering a potentially lengthy negotiation period.

Timing is sensitive because Century wants to supply Pannawonica's Bulet smelter in Holland by mid-1998, from which time Bulet will be required to be registered with the new Native Title Tribunal, triggering a potentially lengthy negotiation period.

Argyle may pull out of diamond cartel

By Kenneth Gooding,
Mining Correspondent

Owners of the Argyle diamond mine in Western Australia, in volume terms the world's biggest diamond producer, are seriously considering leaving the international rough (uncut) diamond producers' cartel organised by De Beers' Central Selling Organisation.

Argyle's contract with the CSO expires on June 30 and an official said this week that at present it seemed that it would make more sense for the mine to sell its production direct through its office in

Antwerp, Belgium.

Nevertheless, it was still open for De Beers to come up with a final offer and if that was acceptable, Argyle would remain with the CSO.

De Beers has made it clear that it would prefer Argyle, which is 58.7 per cent owned by RTZ-CRA, the Anglo-Australian mining group, and 40.3 per cent by Ashton Mining of Australia, to remain in the cartel. However, it was emphasised that Argyle's desertion would not be an destabilising factor.

Ashton Mining was incensed by price cuts imposed by the CSO last August, which reduced the amount paid for Argyle diamonds by an aver-

age of 10 per cent. That came on top of a cut in the percentage of production - to 85 per cent - De Beers has taken from members of the cartel.

De Beers argued that the price reductions were forced on it by "leakages" to the west of small Russian diamonds. It had to bring its prices into line with the rest of the market. The South African group also pointed out that Argyle had steadily increased the volume of diamonds it produced, apparently to compensate for the percentage cut made by the CSO.

Argyle may pull out of diamond cartel

Oil prices hit 5-year highs

By David Lescellier,
Resources Editor

Oil prices hit five-year highs yesterday as continuing stock shortages strained supplies.

Brent crude for May delivery rose \$1.28 to \$23.13, extending this week's gains, which have taken the price \$2.38 higher

since the Easter break.

However, the market remained in backwardation, with near-term prices well above those for longer term delivery, reversing the normal price pattern. Brent for immediate delivery closed yesterday at \$22.88.

Dealers said this pattern reflected the continuing pressures in the short term market where dealers had been caught with low stocks, particularly in the US, and demand for available cargoes remained strong.

Market analysts are still divided over whether the surge in prices reflects temporary factors or more fundamental pressures. Unseasonably cold weather in Europe and the US has boosted demand. However, the market remains vulnerable to a UN-brokered deal to permit Iraq to resume supplying limited amounts of oil to world markets, and it is expected that overproduction by Opec would be stimulated if prices remained high for any extended period.

Exports alone cannot bail out the industry, which, according to the latest ISM survey, will be producing a minimum of 15m tonnes of sugar in the current season, compared with 14.4m tonnes in 1994-95. A government-financed buffer stock of 1m to 1.6m tonnes would have helped the factories as they are not getting adequate bank credit to maintain sugar sugar. But the government, itself facing a

India set for record sugar exports as surplus mounts

Kunal Bose reports on an embarrassment of riches

India, the world's largest producer of sugar, is trying to come to terms with an increasingly unmanageable surplus of the commodity by exporting a record quantity in the 1995-96 season (October-September). The federal government, which has already released 500,000 tonnes for export, has indicated to the Indian Sugar Mills Association that it will allow further over-exports.

According to industry officials, the country's sugar production in 1995-96 would have been more than 15m tonnes had it not been for generally lower sugar yields from cane, for some reasons as yet unknown. The fall in the yield has been sharpest in Punjab and Haryana. ISM has asked the Sugarcane Breeding Institute in Coimbatore and the Indian Institute of Sugarcane Research in Lucknow to find out what exactly has caused the fall in the sugar yield, which has been causing as much concern to the growers as to the factories, and to recommend remedial measures.

While the cane price is linked to the yield a high extraction rate improves the viability of a factory.

Industry officials think that issues like cane productivity and the level of sugar yield should be engaging the attention of the agriculture and food ministries instead of the government issuing licences for the setting up of new sugar factories. According to the ISM, the present capacity of the industry to manufacture 20.2m tonnes is "under-assessed to the extent of 20 per cent". It says existing capacity can easily meet the country's demand for sugar until the end of the century at least. Indian domestic consumption of sugar is growing at an annual rate of 4 per cent.

As for the current season, the total availability of sugar will be at least 20.6m tonnes, including the opening stock of 5.6m tonnes. Domestic consumption will be at most 13m tonnes, so after providing for export and the buffer stock, the end season stock will once again be very high, at about 6.1m tonnes.

Crushing by sugar factories, as required by law, will continue while there is any cane left in the field. What is causing the industry and the government deep concern is the inability of the factories to set

there were indications that the size of the buffer may be increased by another 500,000 tonnes. Informal discussions with the government officials suggest that this may not be feasible. We may have to rest content with a buffer of 500,000 tonnes and that too for a limited period of one year".

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Industry officials think that issues like cane productivity and the level of sugar yield should be engaging the attention of the agriculture and food ministries instead of the government issuing licences for the setting up of new sugar factories. According to the ISM, the present capacity of the industry to manufacture 20.2m tonnes is "under-assessed to the extent of 20 per cent". It says existing capacity can easily meet the country's demand for sugar until the end of the century at least. Indian domestic consumption of sugar is growing at an annual rate of 4 per cent.

As for the current season, the total availability of sugar will be at least 20.6m tonnes, including the opening stock of 5.6m tonnes. Domestic consumption will be at most 13m tonnes, so after providing for export and the buffer stock, the end season stock will once again be very high, at about 6.1m tonnes.

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INDIAN BANKING AND FINANCE

Reforms hold key to progress

Without big-scale privatisations and improved levels of savings, India's recovery will remain fragile, says Mark Nicholson

These are uncertain times for the architects and present custodians of India's economic liberalisation, those ministers of the Congress Party government and the senior bureaucrats who have been responsible for managing more than four years of de-licensing, deregulation, tax and trade reform.

Their efforts have helped to take India from economic crisis in 1991 to growth exceeding 6 per cent in 1995-96, low inflation, a stronger trade and industrial performance, rising investment, and unprecedented levels of both foreign interest and capital inflows.

But India's least predictable election in years is just weeks away. The political hue and to some extent, the economic orientation of India's next government are difficult to predict. The best estimate at present is that some form of coalition will emerge after the poll, expected this month, perhaps containing a sizeable Congress presence.

The Bharatiya Janata Party (BJP), which is right-wing and Hindu nationalist, believes, however, that conditions exist for it to flourish. Leftist parties, too, believe they can benefit from being seen to be less sullied than either Congress or the BJP by the recent and widening political bribery scandal.

A political shift in favour of either the BJP or the left could affect reforms in India. Manifestos remain unpublished, but the BJP can be expected to be less enthusiastic about foreign investment, for example, but look more favourably on privatisation. A strong leftist presence in any coalition could thwart deeper public sector reforms.

With this in mind, Mr Manmohan Singh, the finance minister, and his economic team,

have lately become more explicit and vocal than ever in outlining the policies and approaches that they believe to be essential for the next government, if it wishes to alleviate poverty and turn economic recovery into a real foundation for south-east Asian growth rates of 8 per cent.

At one level, Mr Singh's message is that the liberalising reforms of the past four years are now "truly irreversible", and that India's economic "mindset" has been transformed towards openness, competition and "de-bureaucratisation" of the economy. "Economic policy-making has become very de-politicised," he said recently.

At another level, though, Mr Singh has warned starkly against what he called during February's interim budget speech "the forces of obscurantism", which, by opposing further, deeper and wider foreign investment would "perpetuate economic backwardness".

In such swipes at advocates of "economic nationalism", leftist or Hindu nationalist, Mr Singh declares that India must emulate east Asian economies.

"For India to aspire to sustained growth at 7 to 8 per cent over the next two decades, we have to be prepared to encourage a rapid increase in foreign direct investment (FDI) to levels comparable to China's \$30bn or more per year."

FDI inflows to India for 1995-96, although double those of a year earlier, were only \$2bn.

This is just one part of the finance minister's message.

The other is that India must take drastic steps to improve the efficiency of its public sector and, more generally, of the mobilisation of domestic resources for investment.

To push economic growth up a gear, India requires colossal sums of private and foreign investment in infrastructure, the energy sector, agriculture and basic manufacturing. Mr Singh puts the figure needed at \$200bn over the next decade.

But to supplement this, and to safeguard macroeconomic stability in an increasingly



Finance minister Manmohan Singh: wishes to repel the forces of 'economic nationalism' and 'obscurantism' and promote foreign investment

open economy, it also needs to reform and restructure the sprawlingly inefficient public sector, which is a net drain on domestic resources and which, unformed, will undo the government's currently fragile fiscal rectitude.

Whether or not India gets foreign capital, says Mr Rajiv Lall, vice-president of Morgan Stanley Asia, "the government can't escape the reality that it has to undertake privatisation in the next couple of years. It's rapidly becoming a question of being able to contain the growth of government debt, which is coming closer and closer to being unsustainable."

India's consolidated public sector debt is now 90 per cent of GDP, worryingly high by international standards. Moreover, the cost of this debt is growing as the government shifts from relying on pre-empted and low-interest funds from the banking sector to raising money through market borrowings.

"To reduce the build up of debt, divestment in public enterprises has to be pursued aggressively," the finance minister's recent economic survey stated.

So far, divestment has been at a very slow pace. Small stakes from 40 state enter-

prises, nowhere exceeding 45 per cent, have been sold. A further Rs50bn of asset sales is provisionally budgeted for next year. But up to now, the sales have been seen as offering a short-term fillip to central government revenues rather than as an attempt either to retire meaningful chunks of state debt, or to shift ownership and improve efficiency of a slothful public sector which, more than anything else, contributes to the government being a net disservice to the tune of 1.7 per cent of GDP.

Public sector reform is therefore crucial to India's ability to generate its own investment resources. Through the country's savings rate unexpectedly jumped 4 points to 24.4 per cent last year, this level pales before those of India's east Asian neighbours. China's savings rate is 40 per cent, Malaysia's 34 per cent, Indonesia's 33 per cent and Thailand's 36 per cent. "The entire difference between Malaysia's rate of saving and India's is due to public sector performance," says Mr Lall.

The size and efficient mobilisation of domestic resources will also hinge on public sector reforms other than privatisation. Liberalisation of the insurance industry, for instance, is so far an unfulfilled promise, but one that would substantially raise and liberate funds for the creation of a liquid long-term debt market.

Reform is slowly under way in the public sector banks that dominate India's banking market, but here, as in the state-owned insurance sector, further restructuring and reform are necessary to loosen the average 40 per cent of banks' loan portfolios currently tied up in "directed credit" and statutory reserves.

Banking and insurance reforms, however, could provide stern political tests for India's next government. The threat of opposition from organised labour - which deterred the Congress government from privatising more aggressively - could become stronger. Meanwhile, a concerted privatisation programme that sought to attract foreign investors would also raise cries from the vocal "economic nationalist" lobby. "None of the parties is clear on how they should treat the public sector," says Mr Rakesh Mohan, until recently chief

economic adviser to the industry ministry.

But there are outstanding reforms that may generate an easier consensus, whichever parties comprise the next central government. One is the further nationalisation of policies surrounding private and foreign entry into basic infrastructure, which is India's biggest, most urgent investment requirement. Though there have been some nasty hiccups in attempts to draw private capital into telecommunications and power - controversy over the basic telecoms bidding procedures, for example, and the travails of Enron, the US power group, in Maharashtra - there is, nevertheless, broad agreement over the direction of policy.

The outstanding agenda would include creation of independent regulatory authorities for infrastructural services, the development of clearer and more transparent bidding procedures, and a reduction in the

number of required approvals for investments. New policies for investment in roads and ports still need to be written.

Moreover, in the area of infrastructure - as with some other aspects of "the new economic policy" - many state governments have not only embraced the reformist spirit, but are moving ahead faster than the centre. And there are clear signs that intra-state competition for infrastructural and other investment, foreign and domestic, will continue whatever the political colour of India's next central government.

In many cases, state governments feel forced to privatise and embrace radical reform because of the paucity of resources available to them. Their ability to raise their own funds rests largely on levying sales taxes. And, unlike the central government, the states cannot resort to printing money. "Some states have no choice but reform because they

are already in a critical economic position," says an Indian economist. "State governments are also closer to the people than the centre, so they also have an incentive to act faster."

Such pressures have induced the poor eastern state of Orissa to become India's first to begin the privatisation process of its state electricity board. It has already passed laws to introduce an independent regulator and to pave the way for the eventual privatisation of the generation, transmission and distribution of electricity - a policy initiated by the state's previous leftist Janata Dal government.

Other states, such as the equally poor Bihar, are following cautiously. In Gujarat, the BJP government is forging ahead with ambitious plans to privatise the western state's ports. The BJP governments of Gujarat and Maharashtra, the leftist Janata Dal government of Karnataka, and the commun-

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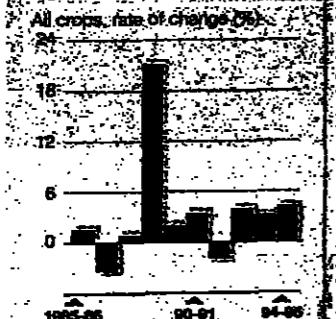


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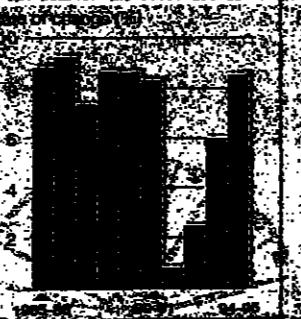
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ECONOMIC INDICATORS

Agricultural production



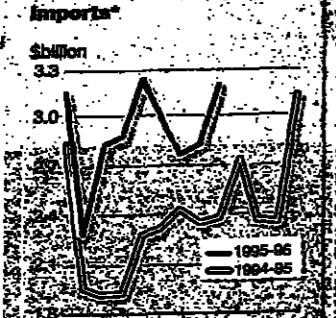
Industrial production



Wholesale price index



Imports



Exports

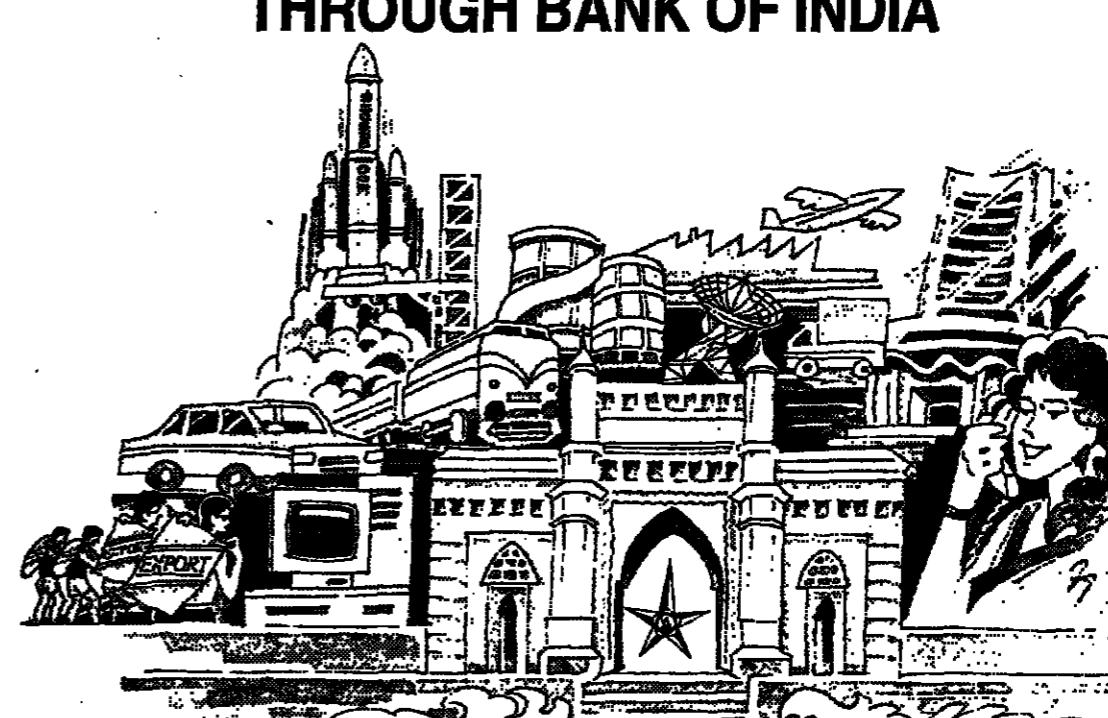


Money supply (M2) growth



The parliament building, New Delhi: could house a coalition government after this month's elections

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II INDIAN BANKING AND FINANCE

■ State Bank of India: by a special correspondent

Flagship relaunches

India's largest financial institution is restructuring and streamlining its operations

Traditionally, Indian banking has had a reputation for inefficiency. Long queues and dusty bureaucracy are common images associated with India's public banks.

However, economic liberalisation, partial deregulation and increasing competition from foreign and private banks have brought profound changes in the industry.

With the new climate, the flagship of Indian banking, the State Bank of India (SBI), is also altering course.

India's largest bank and financial institution is restructuring to streamline its monolithic operating structure and raise profitability in an attempt to maintain its pre-eminent position in an increasingly deregulated market.

In April 1994, it began the restructuring by inviting the management consultants McKinsey and Co to review its operations, a process completed at the end of last month. At stake is the future profitability of what is one of the largest banks in the world in terms of branch network and staff numbers.

With about 225,000 employees, SBI has nearly 9,000 branches and another 4,000 in seven subsidiary banks in which it holds stakes of 90 to 100 per cent. This network is reflected in its dominance of the Indian financial scene: it has a market share of 23 per cent of aggregate banking deposits.

However, as an S. G. Warburg research paper has pointed out, the challenges facing the bank over the next decade are great.

Chief among these are the systemic and structural problems associated with over-manning and poor profitability," S. G. Warburg said. It added that the bank's return on assets remains less than 1 per cent and that 200 of its branches generate more than 80 per cent of SBI's profits.

The overhaul has started with the formation of a four-pillar structure for the bank -

corporate banking, national banking, international banking and associated subsidiaries.

The corporate banking group is aimed at serving the top 150 corporate customers - the most profitable section of the bank and the most vulnerable to poaching by fast-growing private rivals.

The national banking group will focus on the middle-market including small to medium-sized businesses, agriculture and personal banking. This group is also responsible for raising retail deposits.

As its name suggests, the international division will look after overseas interests.

The associated subsidiaries of the group include SBI Capital Markets (the largest merchant bank in the country), SBI Funds Management, SBI's seven associate regional banks and SBI Home Finance. Further subsidiaries are planned to conduct gilt dealing, share registry and credit card operations.

SBI officials say restructuring is aimed at making the bank more profit-oriented and responsive to customers.

The new SBI chairman, Mr P.G. Kakodkar, says the size of the bank is a strong competitive advantage but it should suppose that might is right: "We have to become more efficient, more nimble to meet customer needs."

The restructuring will aim to streamline the decision-making hierarchy and delegate more powers to staff who work closely with customers.

In addition, the bank is embarking on a modernisation campaign that will computerise its branches. At present, it has only 100 fully computerised branches; by the end of 1996, it hopes to have 1,000.

The bank set itself financial goals as part of the McKinsey review. It will aim to increase its returns on assets to more than 1 per cent, lift return on equity to 20 to 25 per cent and achieve a capital adequacy of 8 per cent by the end of the fiscal year to March 1997.

It is also aiming to cut non-performing assets to less than 10 per cent and its expense/income ratio to 60 per cent.

Most analysts suggest the bank is well on target to reach these goals. However, the

scope for restructuring SBI's business further is curtailed by external forces.

Despite the many banking reforms made since 1991 when the Narasimhan committee recommended large-scale changes to the industry, there still remains a hangover of social obligations, political interference and restrictive practices developed over the past 50 years.

S. G. Warburg says many Indian banks spent the "post-war era in a purgatory of lost opportunities and soviet-style central planning, made worse by enthusiastic political interference and the imposition of heavy social development burdens not conducive to the development of efficient capitalism".

Tight labour laws form a significant block to restructuring, meaning that SBI cannot simply retrench staff to improve efficiency. The bank has, however, been able to make progress by no longer replacing employees who retire. The Peregrine India analyst Mr Sandeep Dixit says that while the total size of SBI's balance sheet increased by 11 per cent in 1993-94 and 9.4 per cent in 1994-95, the number of employees has grown by only 1.3 per cent in each year.

As with most corporate restructurings, the battle to improve efficiency is as much cultural as structural.

Mr S. N. Sawalkar, SBI chief-general manager, says the bank is working hard to develop a more commercially-responsive attitude among employees.

He says that under the bureaucratic style of operations that developed in several state-run companies, many employees exercised "excessive caution" in order to avoid "losses to the tax payer". This slowed down the decision-making process and hindered customer service.

Mr Sawalkar says the bank is now encouraging employees to take initiatives to develop better customer relations. However, he admits the focus of the restructure has been to develop the right commercial environment for the bank.

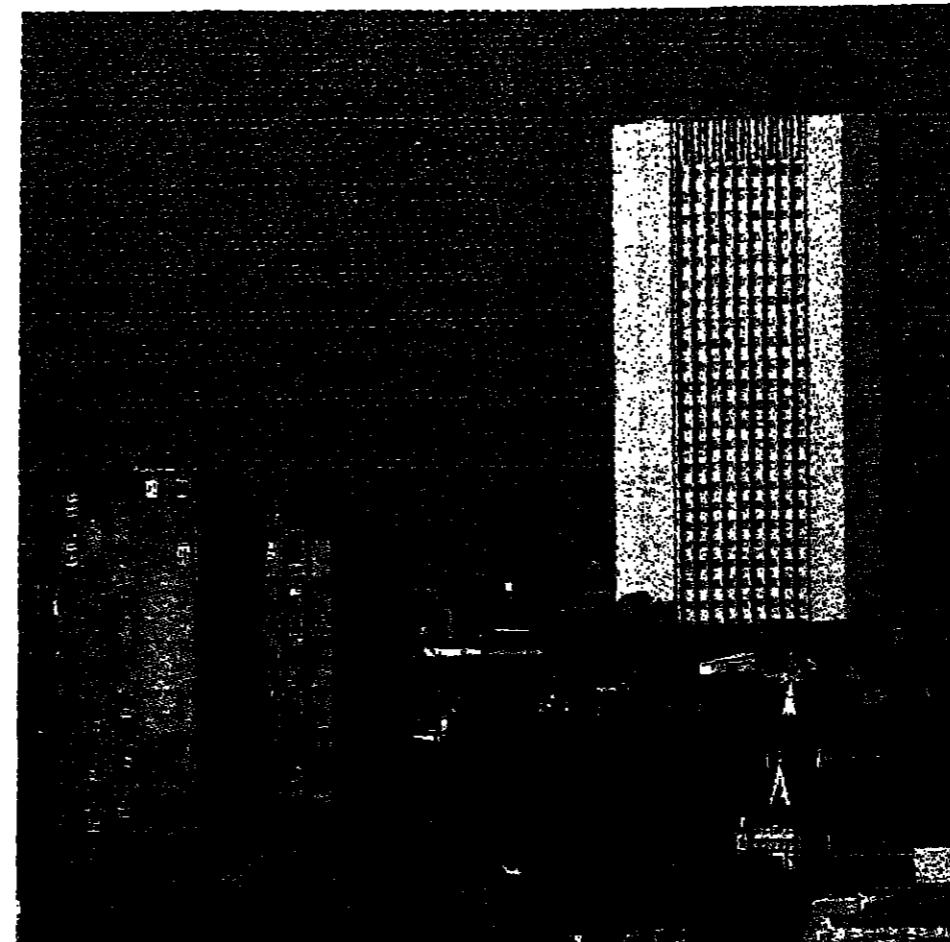
"We are like a supertanker. You cannot have a completely informal structure," he says.

■ Retail banking: by Shiraz Sidhva

What a difference a decade makes

Credit cards, car loans and new technology have

revolutionised the sector since 1985



The Reserve Bank helped develop the retail sector by encouraging expatriates to invest in India

of service to this group. The personalised service of Indian "relationship managers" was backed up by a state-of-the-art communications network to provide customers with instant access to accounts in their country of origin.

"We became ambassadors of India, selling the country to Indians abroad at a time when India was not considered a safe haven for investment even by people of Indian origin," says Mr Dutt. "But they had a subconscious faith in the Citibank brand name and we now have over 50,000 non-resident Indian customers."

When Maruti kicked off a revolution of sorts on India's roads by introducing a small car using the latest technology from Suzuki of Japan (see story on auto finance, page 4), Citibank executives hit upon the idea of providing car loans

for the first time in India. "The car Maruti had was an outstanding product, but it would have piled up in the yard if there had been no auto finance available to sell it," says Mr Dutt. "We pioneered car loans and cleared out the backlog for the company."

Today, three out of five cars are bought with auto finance, and we command a 30 per cent market share."

Perhaps the most visible aspect of Citibank's retail banking efforts in India is its credit cards operation. Citibank has a 60 per cent share of the market in India's rapidly burgeoning cards market, which is currently estimated at 1.5m cards. The bank has issued 800,000 cards since it launched the cards division in 1990.

Most foreign banks, including Standard Chartered, Hong Kong and Shanghai Bank and

American Express, have since entered the cards market, but Indian banks are presenting them with tough competition, offering attractive fees and incentives.

"Our main challenge is to beat cash, not other credit cards," says Mr Dutt. "The market is so huge and so untapped, that competition can only expand it. The industry has not even scratched the surface, but until we change the mentality of people and convert them to plastic, cards are not going to be a profitable product."

According to one estimate, there are 500,000 potential card users across the country, but pricing is a big constraint and India's card business will only become viable when the rupee is made a fully convertible currency. Then banks will be able to cash in on the growing travellers' cheques business in India, estimated at \$500m currently.

Almost all foreign banks in India offer what they term "personalised banking" but Citibank insists that banking cannot be personalised without having the right infrastructure in place. "You can't have personalised banking without a certain critical size," says Mr Harsh Talwar, city banking head, India. "Our global strategy has been to go in early and invest big."

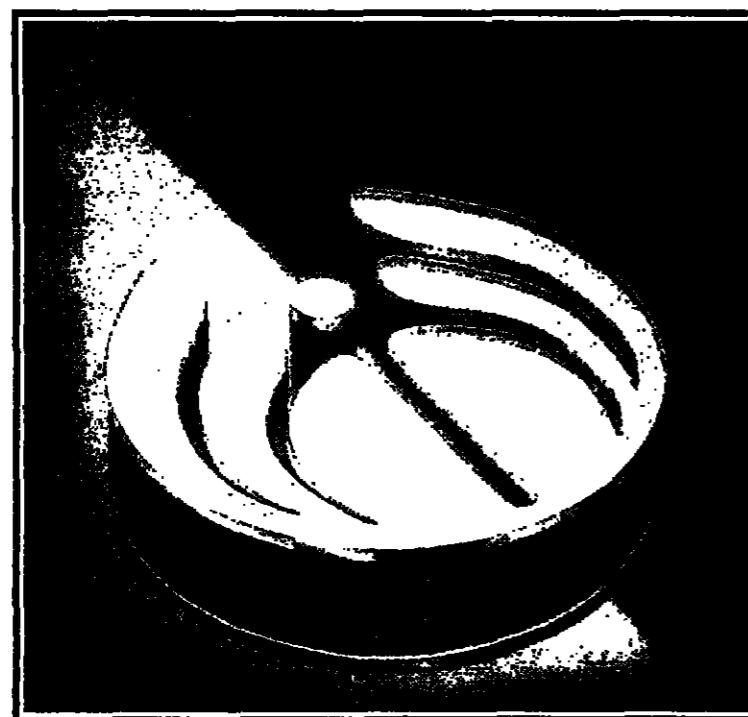
While most business can be transacted quite impersonally through Citibank's ATM network of 65 teller machines in 20 locations across the country, Citibank recently introduced Citibank banking, a 24-hour telephone banking facility. The service is available to customers across the world who can dial a local number in 43 countries outside India and be connected to the officer in charge of their account at home.

"India has become a source of success transfer," says Mr Dutt.

The bank will soon introduce home-banking through personal computers in India. "The most important thing for a customer is to know what to expect," says Mr Dutt. "Our customers can be sure that they get the same service at any of our branches in India as they would in Manhattan or any other Citibank bank across the globe."



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IV INDIAN BANKING AND FINANCE

■ Auto finance: by Shiraz Sidhva

Consumerism fuels demand

The new consumer culture means more Indians are borrowing money to pay for cars

"If you hate traffic jams, blame Kotak Mahindra," reads a large hoarding at one of Delhi's busiest intersections. The advertisement line for one of India's most prominent finance companies is not an idle boast - nearly 70 per cent of the 241,655 cars bought in India last year were financed by companies such as Kotak Mahindra or foreign and Indian banks, contributing in great measure to the traffic jams in most Indian cities.

India's automobile industry has grown by 25 per cent each year since 1983, and the dramatic increase in sales has been supported by a greater number of auto finance companies. "With India's vehicle population expected to grow to 53m from the current figure of 28m, the sky is the limit for auto finance," says Mr Deepak Sheth, an automobile dealer in Bombay.

The typical Indian consumer, even a decade ago, would not think of buying a car or, for that matter, a refrigerator or a television set, unless he had money to pay for it, cash down," says Mr Umesh Sanyal, a Bombay-based banker. "Today, with the consumer boom and readily available finance, more and more people are prepared to avail themselves of credit from banks or other financial institutions to fulfil their aspirations immediately."

India's car finance business, which grew by 60 per cent to Rs8bn in 1983-84, is expected to grow to Rs30bn in the current financial year. "Income levels have increased dramatically in the last three years, and there are more cars per family now than before," says Mr Nandip Valdy, vice president of Kotak Mahindra Finance.

Citibank of the US started disbursing the first car loans in India in 1986, to coincide with the launch of the Maruti Suzuki 800cc car. Maruti Udyog, a joint venture between the Indian government and Japan's Suzuki

Motor Company revolutionised the Indian passenger car industry with the zippy little model designed to be a cheap family car using the latest Japanese technology.

Last month, Maruti, which has a 74 per cent share in the Indian automobile market, launched the country's first captive auto finance company, providing finance only for Maruti Suzuki cars. Maruti Countrywide Auto Financial Services is a partnership between Maruti Udyog and Countrywide Consumer Financial Services, a joint venture between the Housing Development Finance Corporation (HDFC), India's largest Housing finance institution and GE Capital, a subsidiary of GE Capital Services of the US.

"Almost all major car companies in the world have their own finance companies, and we have been planning to enter the car finance market since 1984," says Mr R. C. Bhargava, managing director of Maruti Udyog. "Our prime aim is to promote sales and to provide innovative finance options at the best available prices to our customers."

Maruti Countrywide plans to develop a long-term dealer support programme to penetrate and expand the Indian auto market. The company combines the formidable marketing expertise of HDFC, which has 28 branches covering 2,300 towns and cities, and the specialised skills of GE Capital's Auto Financial Services, the world's largest non-captive auto financing business.

Maruti is awaiting clearance from the Reserve Bank of India to tie up with Citibank in a separate car finance venture. Citibank currently finances a wide range of Indian-made cars, disbursing 140,000 loans since 1986, through a network of 46 auto dealers over 14 cities across the country, and nine exclusive "Autoline" outlets. This year, the bank has given loans to over 50,000 customers to book the new international cars entering the market.

Citibank's "car cash-in" facility allows customers to secure up to 70 per cent of the value of the car with the bank, provided the vehicle is less than four years old. "We have flexible repayment options, and special relationship pricing, with discounts for our valued clients," says Mr Ashok Dutt, Citibank's vice president and global consumer bank head, India.

But banks like Citibank and Standard Chartered Bank, which commands the highest market share of car loans disbursed in Delhi, face competition from the unorganised sector, with small financiers undercutting the large lenders. This unorganised sector accounts for nearly 20 per cent choice, and Indians, who even five years ago, would typically drive the same car for 20, even 30 years, are now constantly upgrading to newer models.

"People are changing and upgrading their cars more readily than they did 10 years ago," says Mr Pradip Desai, a second-hand car dealer in Bombay. "Earlier, a car was a lifetime investment, sold only when it was too old to be used any more. Now, those who can afford it think nothing of changing their cars every six months or a year."

While banks and auto finance companies are increasingly targeting the salaried class, it is businessmen who most readily apply for finance. "It is unlikely that a businessman who wants to buy a Mercedes-Benz will look up to Rs2.2m in one vehicle," says Mr Nandip Valdy, vice-president of Kotak Mahindra Finance Limited. "He is bound to take a loan from an auto finance company, who will lend him anything up to 80 per cent of the price of the car."

The trend of upgrading cars has allowed the second-hand car market to grow almost as quickly as the new car market, and most auto financiers are willing to finance second-hand cars. Second-hand car financing constituted nearly 20 per cent of the Rs4.5bn business done by Kotak Mahindra's car finance division this year, and more than five per cent of the Rs1.2bn auto financing done by Lloyd's Finance, another Bombay-based company.

Analysts say it is only a matter of time before large automobile manufacturers enter the growing auto finance market to give loans directly to the consumer. "This helps us to evaluate the credit-worthiness of our customers better," says Mr Nandip Valdy, vice president of Kotak Mahindra Finance.

This approach has given the company a market share of 15 per cent and helped it maintain the number two slot in Delhi, Bombay and Madras, with Standard Chartered Bank, Autoriders, and Sundaram Finance holding the top slots respectively in each city.

"People in small towns are increasingly taking loans for financing vehicles, and that is where the future of the auto finance business is," says Mr Valdy.

Kotak Mahindra's auto finance department, which

■ Credit-rating industry: by a special correspondent

The first signs of maturity



Road works for cables in Vasant Kunj: infrastructure projects are increasing the demand for capital Tony Anholt

India's huge capital needs are attracting global companies such as Standard and Poor's

Like the debt market it supports, the Indian credit-rating industry appears poised for strong growth over the next few years. Although it is still at an early stage of development - the net profits of its biggest operator would barely cover the pay cheques of a half-dozen top analysts at the US industry giants Standard and Poor's or Moody's - few observers dispute its potential.

Most of this potential lies in India's hunger for capital. Mr Manmohan Singh, India's finance minister, has estimated the country will need at least \$20bn of investment over the next 10 years in sectors such as roads, telecommunications, energy and railways.

Although much of the money will come from direct investment or loans, a large chunk will be raised through debt issues, providing work for credit-rating agencies.

Already, the global leaders in the field are setting up shop in India. Standard and Poor's has just announced a strategic alliance with India's largest agency, the Credit Rating and Information Service of India; Thomson BankWatch is considering entry after talks with local companies about joint ventures; and Duff and Phelps is planning an office in Calcutta.

Of the leaders, only Moody's has not yet announced its plans for India.

However, the path to growth for the Indian credit-rating industry may not be straightforward.

The industry started in India in 1988 with the launch of Crisil, which still holds a 65 per cent market share. But it was not until 1991, when the government made credit ratings compulsory on all public issues of debentures of terms of maturity longer than 18 months, that it took off.

This regulation rapidly expanded the market for credit ratings and triggered the launch of two further domestic operators, Credit Rating Agency of India (Cera) and Credit Analysis and Research (Car).

According to Mr Chetan Ahya, an analyst at Birla Martin Securities, Care and Cera now have market shares of about 22 per cent and 14 per cent respectively. Further competition is expected with the entry of foreign companies.

The question is whether there is room for all the new operators. The main obstacle to growth is the lack of development of the debt market.

To meet India's capital

needs, financial institutions and banks will increasingly have to raise resources from domestic and foreign markets through bond issues.

Public sector utilities and institutions seeking to raise funds amid declining support from the government will also expand the market.

Liquidity in the secondary market is likely to improve over the next two years and encourage more debt issues. The Reserve Bank of India (RBI) has just appointed a new head of primary dealers for government securities. If successful, this could encourage the development of market-makers to the secondary market.

Regulatory change may also provide opportunities for credit-rating agencies.

Mr Narayan Vaghul, chairman of the Industrial Credit and Investment Corp of India, said recently that the Indian government will have to relax the current \$3.6bn annual limit on external commercial borrowings if annual industrial growth is to be maintained at 12 to 15 per cent.

"At present, the overseas market for debt issues is constrained by the overall limit and the case-to-case clearance by the government," he said. "The sheer compulsion of events will require that these rules be revised in the coming months."

Mr Varadarajan suggests securitisation may still be some way off in India after being debated for the past three years. However, he is hopeful that the ceiling on bank investment in corporate bonds may be relaxed.

"If banks can have an exposure through loans, why can't they have an exposure through debt paper?" he asks.

Mr Ahya says a proposed amendment to the Companies Act also provides for the compulsory rating for the fixed deposit offerings of all companies.

In addition, the RBI has

made it obligatory for all finance companies to seek credit ratings. Of 745 registered finance companies, only 121 have yet to file a credit rating with the RBI.

Dual ratings of debt instruments could also fuel growth. Common in other markets, they are now being used by a few public sector companies in India.

While all this is expected to enlarge the industry, credit-rating agencies are coming under increasing pressure to maintain standards.

Mr Shekhar Sathe, Kotak Mahindra's senior vice-president, says standards of Indian agencies are high but their credit ratings still do not have much credibility.

"In the minds of some investors, they are often seen as a formality," he says.

In addition, when an Indian agency rates a debt issue, the issuer can simply reject it and approach a rival agency.

"There is some evidence that some corporates shop around for the best ratings," says a local analyst.

Mr Sathe also says credit-rating agencies will have to distance themselves from their parents to project an image of independence. Currently, all three local agencies are backed by financial institutions.

ICRA has moved a step in this direction with the appointment of a board of directors that includes no representatives of its shareholders.

However, the bottom line for the agencies is that despite the immaturity of the debt market and legal hurdles, they are already posting strong growth.

Analysts say the listed Crisil looks set to maintain a momentum of 50 per cent growth in earnings and sales.

"If they are achieving these sort of growth rates despite the current problems, then the potential for future growth is very strong over the next couple of years," the local analyst says.

■ Venture capital: by Kunal Bose

Rule relaxation aids sector

The easing of restrictions should make more money available for small and developing businesses

Mastek, a software group, was sustained in its initial years more by the perseverance and the inventive qualities of a group of young computer professionals than by the financial resources it could mobilise. But by 1989, the promoters were to "double its turnover every year", then it must seek support from a venture capital fund.

Technology Development and Information Company of India (TDICI), a venture capital company promoted by Icici Securities and Finance Co and Unit Trust of India, had little hesitation in supporting Mastek since it had built a good client base in the country.

The TDICI investment in the business, made in the form of a loan that was converted into equity at par, is seen as a big venture capital success story.

Mastek made its initial public offering in December 1992 and its share price of Rs10 (90.28) now commands a premium of more than Rs20. The company is today a leading exporter of software.

TDICI also backed Kale Consultants, a computer consultancy run by Mr Vipul Jain.

Armed with first-class engineering and management degrees, Mr Jain worked with Tatas, India's largest business group, for some years before deciding to go independent. He was backed by TDICI and today counts Air India, Air New Zealand, Kenya Airways and seven large government-owned banks among his clients.

Mastek and Kale, of course, are two of the lucky ones. Not all Indian stories end this way.

"The success of Mastek, Kale Consultants and several others should not give the impression that venture capital is a less risky business in India than anywhere else in the world," says Mr S. Mohan Kumar, managing director of Risk Capital and Technology Finance Corporation. "Almost all venture capital companies have supported software units which failed to turn off."

Given its relative youth, one might almost expect the venture capital industry in India to involve more risk than elsewhere. It was not until November 1988 that the federal government issued guidelines for the operation of the first venture capital funds. Nevertheless, the industry is now entering a new phase of development. "The gestation period of many of the early cases of venture capital-assisted enterprises is over and they have got their shares registered on stock exchanges. As this happens, the venture capital companies get a chance to divest their holdings," says Mr Mukul Bhatia, director of IFB Venture Capital Finance.

TDICI, Canbank Venture Capital, the venture capital division of the Industrial Development Bank of India and IL&FS Venture Corporation have in a number of cases divested at a handsome premium.

Venture financing received a boost when the government allowed free pricing of shares a few years ago. The ease with which the shares of small companies can now be listed on the Over-The-Counter exchange has also aided the process of divestment by venture capital companies.

Although such developments are helping the industry, critical mass is still needed. There are only a dozen or so venture capital companies in India and their investment resources amount to only around Rs6.5bn.

According to a spokesman for the Indian Venture

Capital Association (IVCA), this means the industry cannot "promote entrepreneurship and actualise scientific ideas and inventions on a scale that India requires".

The spokesman says the 1988 guidelines "were found to be too restrictive" and that, as a result, growth has been relatively slow. "Moreover, it is only recently that the federal government has announced that the income from dividends and long-term capital gains of a venture capital company will be exempt from tax," he says.

The investment resources of India's venture capitalists amount to only around Rs6.5bn.

There are, however, encouraging signs for fledgling businesses and those who support them. The Securities and Exchange Board of India (Sebi), the new regulatory body for venture capital funds, has issued draft regulations that the industry officials think will encourage large-scale investment by institutions, including pension funds and high net-worth individuals. While draft regulations, the Sebi has started on the premise that "venture capital has thrived best where it is not restrictedly defined".

In contrast to 1988, the Sebi does not want to put restrictions on venture capital funds by defining the background of entrepreneurs, the size of assisted units and the technologies to be used by them.

The industry officials are happy that the Sebi has not gone beyond saying that venture capital investments "are essentially equity investments" in companies that are

not ready to access the capital market but which offer good growth prospects. They believe that exposing retail investors to venture capital funds is unfair. Investors in businesses financed by venture capital tend to get little reward in the initial years and are usually not in a position to assess the risks involved.

The draft regulations say that "venture capital funds should raise resources from the domestic or offshore institutional investors, corporate bodies and high net worth individuals".

The Sebi also recommends that funds should be allowed to invest in ailing enterprises. This move has been welcomed by Mr Navin Suchanti, managing director of Prassman Securities. "The Sebi has done well to propose that venture capital funds should be allowed to invest in sick or potentially sick units," he says. "There are about 236,000 sick units in the country and they owe nearly Rs125bn to the banks and financial institutions. Many of these units can be turned around with the infusion of fresh capital and change in the management. After all, globally, the financing of turnaround cases is an accepted form of venture capital investment".

The industry officials, however, want the Sebi to ensure that investment in sick companies will not attract the provisions of takeover regulations.

The IVCA members contend that since the Sebi is trying to usher in a liberal working environment for venture capital funds, the Central Board of Direct Taxes should drop its insistence that a venture capital company must not own more than 40 per cent of the equity capital of an undertaking. Moreover, they say, a venture capital company should be allowed to invest more than 5 per cent of its resources in a single enterprise.

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■ Insurance: by Mark Nicholson

Tentative steps on the road to change

The three-year old blueprint for a radical overhaul of the sector may, at last, be close to implementation

Insurance remains the last great unreformed bastion of India's financial sector, still dominated by the Leviathan state-owned insurance companies which, since life insurance was nationalised in 1956 and general insurance in 1973, have had India's vast market to themselves.

But things may be changing slowly. Almost three years ago, a special committee headed by Mr R. N. Malhotra, former central bank governor, offered in a 150-page report the blueprint for a radical overhaul of the sector and its institutions, while advocating its opening to private and foreign participation. So far, only a first tentative step has been taken, the appointment in January of a three-man interim Insurance Regulatory Authority (IRA), headed by Mr M. P. Modi, former coal secretary.

The IRA, designed to be an autonomous regulatory authority in the manner of the Securities and Exchange Board of India, has yet to name an expected four additional members, set up its Delhi office or plug in the telephones. When it does, it will have before it a gargantuan agenda for change which, it is universally expected, should eventually shake up and shake out India's state companies, while setting terms of entry for the first foreign and private companies.

The aim will be both to revamp services in a sector the Malhotra report found to be cumbersomely managed, inefficient, costly and unresponsive to consumers, and to help more effectively mobilise the enormous investment sums the insurance industry can generate.

The government wants not only to swell such sums by allowing the entry of private companies but also to liberate funds already generated by the two giant state companies, the Life Insurance Company (LIC) of India and the General Insurance Company (GIC) of India.

LIC is obliged to invest 75 per cent of its funds in central and state government securities, while GIC is similarly free to invest only 25 per cent of its accretions in "non-approved" investments, and must also commit 45 per cent to the "socially oriented sector". LIC last year, for instance, invested a total Rs108.8bn, of which Rs51bn went into central government securities.

The relaxation of these rules was among the Malhotra report's key recommendations and was also abumbrated in the finance ministry's Eco-

nomic Survey, which pointed out last month that liberalising such earmarked funds is a crucial precondition for the creation of a genuine long-term Indian debt market, vital to the funding of bigger infrastructure projects.

This, however, is just part of the IRA's agenda. More broadly, the Malhotra report also recommended that the government cut its stakes in GIC and LIC from 100 to 50 per cent, restructure both, and separate GIC from its four regionally-based subsidiaries so that it became exclusively a reinsurer. It urged the creation of a tariff advisory committee and the elimination of certain regulatory tariffs. It made a general plea for better training and technology and stated that the private sector should be permitted entry. Foreign insurance companies would be permitted "on a selective basis".

These all remain mere recommendations. The IRA's first task will be to assess which to pursue and to draft legislation accordingly. Nothing will therefore happen before April's elections, and no substantive progress is likely

until after a year to 18 months. Even then, the pace of reform may depend upon the ability of India's next government to negotiate reforms through likely political opposition. The two state insurance giants are large, unionised employers. LIC has 115,000 employees and almost 500,000 agents and GIC 86,000 employ-

ees and 150,000 agents. When the Malhotra report was released, the All-India Insurance Employees Association rejected it as "anti-people, anti-employee and anti-society".

Unsurprisingly, therefore, the numerous UK, US and European insurance companies already positioning themselves in India are advertising their expectation that the enhanced

competition, efficiency and computerisation of their arrival would bring with it a new era of growth.

Malhotra argued that foreign entrants must float new joint ventures with Indian partners, and that both participants should hold a combined maximum of 40 per cent of the created insurance companies.

Those who desired a bigger initial stake would have to reduce

it to 40 per cent by holding a public offering within a certain timespan. Malhotra also suggested that the minimum paid-up capital of new entrants should be Rs1bn and said no single company should be permitted to transact both life and general insurance - a structure now enforced under EU insurance regulations.

Most companies appear content with this guideline. There is less satisfaction, however, with the 40 per cent equity limit. US companies, in particular, have said they would prefer holdings nearer 75 per cent, which is permissible in India for other financial service industries and nearer global norms for the insurance sector.

So far, the Malhotra report has issued only recommended norms. And the foreign companies already setting up shop hope they can influence the IRA's work in drafting the legislation that will permit them to operate in a market where premium income from general insurance alone is expected to treble from Rs20bn to Rs120bn by the end of the century. Foreign groups are particularly urging that, when the time comes, the IRA offers transnational and even-handed selection criteria for foreign entrants.

But none expects a quick pace to reforms. "India cannot ring-fence its insurance sector and continue in its desire to move to a more open economy," says the Delhi representative of one foreign insurer. "But they're concerned to get this right. It's a long-term development which clearly affects more people than say, banking or telecoms. It won't happen overnight."

INDIAN BANKING AND FINANCE V

■ GDRs: by Antonia Sharpe

New issues end dry spell

After a lacklustre 1995, the market for Indian global depositary receipts is being revived

at home, where interest rates run at 20 to 25 per cent because of the tight liquidity.

At the same time, moves by the Indian authorities to restrict 25 per cent of GDR proceeds to working capital and refinancing purposes and allocate the rest to investing in real projects and expansion, should prevent any artificiality returning to the market.

But bankers believe that, in contrast to 1994, only the top-quality issuers will be able to access the market. "That's the message we have got back from investors," says one banker.

In February there was a rash of GDR offerings as companies sought to act before the Indian general elections. BSES, India's largest private-sector power company, raised \$125m through a GDR offering, breaking an eight-month dry spell for the market.

BSES was quickly followed by Larsen and Toubro, India's biggest private-sector construction and engineering conglomerate, and SAIL, India's steel authority.

Mr Roddy Sale, head of capital markets at Jardine Fleming in India, the bank that arranged the BSES offering, said it was the first company to price an issue at a premium (3.87 per cent) to the local market since October 1994.

The premium level in the London-based GDR market is closely watched by investors.

Slow settlement in India – sometimes up to six months – makes GDRs attractive

If they feel that the premium is too high, those who can buy local shares will switch out of GDRs and into the local market. The reverse happens when GDRs are trading at a significant discount.

Renewed interest in India at the start of this year, and the lack of liquidity in the GDR market, caused the average premium level for GDRs to rise about 20 per cent by mid-February when the Bombay Sensex index hit a peak of 3,600.

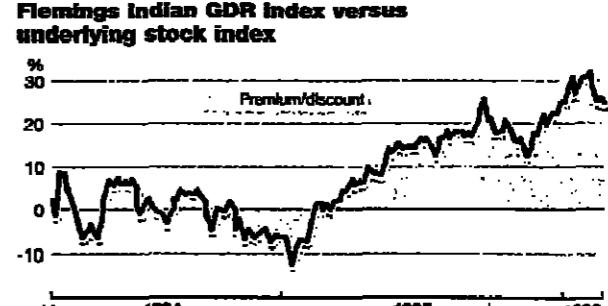
By the end of February, the premium level came back to about 10 per cent, but premiums have widened again to around 20 per cent in April. According to one banker, this is because international investors have continued buying, and those who own GDRs are not willing to sell them.

However, premiums are still too high for some investors. Mr Jeff Chowdhury, India fund manager at Foreign and Colonial Emerging Markets, does not hold any GDRs in his \$160m dedicated India fund at the moment because he thinks they are expensive and that the premium will come down over the next few months.

The pipeline of GDR issues is another concern as this will put pressure on premiums which in any case are too high and unsustainable," he says. He believes that the premium level should be closer to 5 per cent.

Switching in and out of the local stock market depending on the GDR premium levels will continue as long as the GDR market exists. And since India has yet to bring its settlement and custody into line with international standards, the future for GDRs is assured for some years yet.

Flemings Indian GDR Index versus underlying stock index



■ Futures: by a special correspondent

Poised for a comeback after 27 years

The return of futures trading is another sign of the drive to modernise the financial markets

In 1969, the Indian prime minister Indira Gandhi sought to reinforce her socialist credentials by banning the then active futures market in India to curb the excesses of capitalist speculation.

Twenty-seven years later, futures trading in its pure form is set to make a return to the country.

The National Stock Exchange (NSE) is planning to introduce index-linked futures trading by the end of the year.

The move marks yet another step by the 14-month-old exchange to modernise the Indian financial market and is expected to heighten its rivalry with the Bombay Stock Exchange (BSE), the oldest and biggest bourse in the country.

A broad proposal on a futures trading system has already been submitted to the Indian market regulator, the Securities and Exchange Board of India (Sebi), and approval is expected within the next two months.

The NSE managing director Dr Ramchandra Patil says futures will be an important step in the development of the Indian financial market.

"It is a product that is really needed," he says, adding that futures will offer both a hedging tool and an outlet for speculation.

Initially, the NSE plans to offer futures trading based on a 50 to 60 scrip index focused on the most liquid stocks on the exchange. Individual stock options may follow later.

Mr Ravi Narain, deputy managing director of the NSE, says the index will aim to reflect the portfolios of fund managers who may use futures as a hedging tool. He says trial runs of the index will begin shortly and fund managers will evaluate its correlation with their trading. Mr Narain adds that the start-up of depository operations, a pre-condition for futures trading, is expected in 1995.

"We hope to transfer the holdings of a number of large



Traders at the Bombay Stock Exchange, where a rethink on futures could heighten rivalry with the NSE

institutions to the depository to build up a critical mass fairly quickly that will then enable futures to come in," he says.

The reintroduction of futures follows BSE's lacklustre return in January of a local hybrid or contango trading called badla or carry forward trading.

Badla, which allows traders to carry over a trading position from one settlement period for the payment of a fee, originally sprung up after the halt to futures in the early 1970s.

In its old form, there were similarities with index-linked futures as many badla traders rarely took or made physical delivery of stock, either routinely rolling over a position or squaring it up.

Badla itself was banned in 1984 in the wake of the 1982 Bombay Securities scam - a move many see as a trigger for the peaking of the 1994 "bull run" in Indian shares and the subsequent 30 per cent decline in 1995.

All through 1995, the BSE lobbied hard for badla's reintroduction, seeing it as a near-

haven of a depressed secondary market and a restorer of liquidity and speculation.

However, it has failed to attract much interest even from diehard supporters of the system.

The BSE has claimed that the system has been hampered by the complexity of regulations laid down for it by Sebi.

However, Mr Patil says the attraction of a contango-type system is limited, arguing that a true futures trading system has more appeal to investors. He points to markets like London where contango transactions have dropped to a tiny fraction of total volume since the development of derivatives trading.

The NSE has rejected the Crisil 500 as unsuitable for futures trading, raising speculation about where futures based on the index could be traded.

Mr R. Ravimohan, Crisil's managing director, says independence of the Crisil 500 from an exchange would appeal to

many genuine trading needs. As a result, he says, the index-linked futures are likely to be popular with local traders.

"Without such a hedging tool, you are basically trading naked," he says. "Many fund managers lost a lot of the value of their portfolios over the last year because they could not hedge their positions when the market fell."

The BSE so far has been reluctant to adopt a futures market but the failure of the reintroduction of badla may force it to rethink.

The country's leading ratings agency, Credit Rating and Information Service Ltd (Crisil), has already introduced an index of 500 scrips on BSE to use as a base for index-linked futures trading.

Mr Patil is confident that the regulatory framework will be strong enough to cope. "With screen-based trading, monitoring transactions will not be a problem," he says.

Mr Narain says that the NSE will now provide counter-party guarantees for trades in the cash market through its sub-

sidary, National Securities Clearing Corporation. This will be extended to trades in futures after the formation of a dedicated settlement fund from NSE members.

He adds that the minimum margin requirements for futures trading will be restricted to NSE members who have already become familiar with the exchange requirements on margin payments and maintenance of minimum net worth.

He adds that the minimum net worth of NSE members trading in futures is likely to be "substantially in excess" of the Rs10m required for members trading in the cash market.

He also says that separate monitoring cells will be set up to oversee futures trading.

Supervision may help to control speculation's worst excesses, but it is unlikely to eliminate it. Mr Contractor says that, given the ingenuity of Indian traders, it will always find an outlet in the country.

He points to the heavy trade in badla in regional stock exchanges in cities such as Pune and Calcutta, despite the ban on it.

Mr Patil says that the NSE

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INTERNATIONAL CAPITAL MARKETS

Producer price data sparks US volatility

By Samer Iskandar in London and Lisa Bransten in New York

Yesterday saw another erratic trading session, with European bonds weakening in the wake of falling Treasuries to close lower, while the US recouped some of its losses later in the day. The dollar, whose strength against the D-Mark and the yen had supported European bond markets this week, failed to capitalise on its recent gains which further hampered bonds and high yielding peripheral European markets.

■ Troublesome figures on producer price inflation sparked a wave of early morning volatility on the US Treasury market, but by late morning prices had settled back near their range at Wednesday's close.

The long bond dipped about 1/8 of a point almost immediately after the Labour department released figures showing that the producer price index had jumped by 0.5 per cent in March. Shortly after the initial decline, however, prices rallied, with the long bond climbing nearly half-a-point in part

because the core PPI - which excludes the volatile food and energy components - posted a 0.1 per cent increase, modestly less than the 0.2 per cent gain many Wall Street analysts expected.

Near midday, the benchmark 30-year Treasury was up 1/4 at 88/4 to yield 6.881 per cent, while at the short end of the maturity spectrum, the two-year note rose 1/8 at 102/4, yielding 6.02 per cent. The June 30-year bond future slipped 1/8 to 106/8.

Much of the concern about accelerating inflation pressures was priced into the market late on Wednesday when jittery traders sent the long bond down nearly 1/4 point.

Mr Kevin Sluder, a senior fixed-income trader at First Chicago Securities, said he saw some "bottom fishing activity" early yesterday after the initial dip in bond prices pushed the long bond yield closer to 7 per cent.

Most Wall Street economists viewed the figures as painting a generally tame view of US inflation. "Earlier stages of production continued to show benign inflationary trends," said Mr

Joseph Liro of CBC Wood Gundy. But he cautioned that "the overall PPI is starting to accelerate and we expect some of the sharp rise in commodity prices to make their way into final goods prices over the next two quarters".

■ Bonds opened lower following the sharp fall in US Treasuries overnight, and remained weak throughout the day. Liffe's June bond future settled at 95.78, down 0.72. In the cash market, the 6 per cent bond

GOVERNMENT BONDS

due 2006 fell 0.55 to 96.35. The yield spread of US Treasuries over bonds tightened by 2 basis points to 25 in late afternoon trading, after having widened to as much as 32 basis points earlier in the day.

However, despite the mediocre performance of German bonds, analysts showed renewed optimism over the possibility of a rate cut by the Bundesbank. But Mr Julian Jessop, an international economist at HSBC Markets, believes a rate cut is not likely

to take place before May, particularly if the dollar strengthens further against the German currency.

■ French bonds once more outperformed bonds. On Monday, the June notional futures contract fell 0.14 to close at 121.96. In the cash market, the 7.25 per cent OAT due 2006 fell 0.30 point to 104.73. The 10-year yield spread over bonds narrowed by 4 basis points to 8. Mr Jessop believes that supply conditions were behind the recent outperformance of OATs over bonds, the relative weight of international bond issuance having shifted from French francs to D-Marks. He does not rule out further tightening of the 10-year spread, possibly even to negative levels, but expects such a situation to be purely technical and short-lived.

■ UK gilts fell in line with other European markets. Liffe's June long gilt future settled at 104.34, down 1/8, but fell further in after-hours APT trading, approaching the 104/4 level in the early evening. In the cash market, the 10-year benchmark bond fell by 1/8 to 104.74 to close at 96.08.

In the past month, Italian, Spanish and Swedish 10-year spreads over bonds have tightened by some 50 basis points, supported mostly by optimistic expectations on European monetary union. However, HSBC's Mr Jessop warns that market participants might have been too optimistic on Emu. Mr Roberts at UBS is of the same opinion. He also points out that Italy is likely to end up with a weak government after the forthcoming elections, which is likely to put "pressure on the market".

Lebanon postpones issue following Israeli attack

By Conner Middemann

A \$100m issue of bonds for the Lebanese Republic was postponed yesterday following an Israeli helicopter attack on Shi'ite Moslem suburbs of Beirut about an hour before the deal was due to be launched.

The offering, which was to be fungible with \$300m of bonds due 2000 launched last July, had already been largely pre-empted when the Lebanese government decided to delay the issue, according to lead manager Paribas Capital Markets.

However, most investors remained committed to the deal, and the outstanding bonds were barely affected by this unexpected turn of events, an official said.

Dealers hope that the issue will be launched as soon as possible as a long delay might force a re-pricing. The original offering was placed last year at a spread of 320 basis points over Treasuries; last night, that spread stood at around 290 basis points.

Meanwhile, the eurobond market saw a steady stream of issues in a wide range of currencies. The D-Mark sector saw two increases: DM300m of six-

year bonds for Deutsche Ausgleichbank fungible with DM350m of outstanding bonds, and DM350m of 10-year paper for the Republic of Argentina, the second increase of the recently issued bond which now totals DM1bn. Argentina wished to take advantage of the steady demand for the issue, especially from German retail investors, lead manager Deutsche Morgan Grenfell said.

INTERNATIONAL BONDS

Elsewhere, Baden-Württemberg L-Finance issued FF72m of six-year bonds via BNP and J.P. Morgan, which saw good demand from French mutual funds and some retail accounts, the lead managers said.

Meanwhile, Portugal achieved its longest-dated issue in the eurobond sector, Y350m of 12-year bonds carrying a 3.5 per cent coupon, via Nomura.

Lehman Brothers and Mediocreto Central, the Italian Treasury-owned development bank, yesterday signed a collaboration agreement to work together in the newly-estab-

lished market for Italian municipal bonds, Buoni Ordinari Comunali (BOC).

The move follows the recent enactment of new regulations by the Italian government creating a legal framework for a municipal bond market in its desire to reduce central government borrowing towards the Maastricht criteria for European Monetary Union, the Italian government is keen to shift some of its large funding burden to the municipal sector.

No BOC securities have been launched so far, but they are expected in due course to be issued in Italian lire or foreign currencies and to be sold to domestic and international institutional investors.

The City of Naples is looking to tap the market in the near future with an expected \$200m Yankee offering that is likely to be swapped back into lire. The City of Rome is said to be planning a L1.00bn domestic issue with an intermediate maturity, to be followed by an international offering later in the year. Naples has been awarded an AA long-term rating by Moody's Investors Service and Rome is rated AA- by IBCA.

Polish Brady bonds slip back on profit-taking

By Richard Lapper

Polish Brady bond prices yesterday drifted lower in a generally quiet day after surging on Wednesday following the award of an investment grade by Standard & Poor's, the international credit rating agency.

Prices rose by nearly 4 per cent on Wednesday, according to a price index compiled by West Merchant Bank. S&P's rating upgrade followed a similar move earlier this year by Moody's, another rating agency. It allows a much broader class of investor - including pension funds and insurance companies - to hold Polish paper.

Dealers blamed profit-taking for the fall, with a number of smaller European investors, including specialist emerging

market funds, unloading paper. In addition, heavy sales of out-of-the-money calls on all Polish Brady bonds were quoted at 49%.

"Investors are selling to lock in some of these gains," reported one trader, adding that a number of longer-term investors had begun to sell "back books" of Polish Brady.

Strong stripped spreads for the market as a whole yesterday stood at 880 basis points over Treasuries, compared with 920 basis points on Monday and 1030 basis points in mid-March.

Mr Peter West, economic adviser at WMB, says that the high yields offered by Brady paper have proved attractive against a background of improving fundamentals in a number of countries. "You could see it as a final

adjustment to the Mexican crisis."

■ Standard & Poor's yesterday raised its credit rating on the National Bank of Slovakia's long-term foreign currency-denominated debt to BBB, its lowest investment grade rating.

The upgrade brings S&P's rating on Slovakia into line with that of Moody's, and follows similar action on Wednesday day over Poland. S&P said the upgrade and the new ratings reflected Slovakia's "lasting progress in maintaining prudent economic management which has strengthened economic fundamentals, despite at times disruptive political developments".

For the whole market WMB's

index fell by 2.4 per cent on Monday, but has clawed back much of this ground, rising by 1.1 per cent on Tuesday, 0.6 per cent on Wednesday and 0.2 per cent by late afternoon yesterday in London.

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Stripped spreads for the market as a whole

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Int. Net	Offer	Sell	Buy	Price	Int. Net	Offer	Sell	Buy	Price	Int. Net	Offer	Sell	Buy	Price
Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
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29	29	29	29	29	29	29	29	29	29	29	29	29	29	29
30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
31	31	31	31	31	31	31	31	31	31	31	31	31	31	31

GUERNSEY (REGULATED)**

Int. Net	Offer	Sell	Buy	Price	Int. Net	Offer	Sell	Buy	Price	Int. Net	Offer	Sell	Buy	Price
Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days	Days
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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27	27	27	27	27	27	27	27	27	27	27	27	27	27	27
28	28	28	28	28	28	28	28	28	28	28	28	28	28	28
29	29	29	29	29	29	29	29	29	29	29	29	29	29	29
30	30	30	30	30	30	30	30	30	30	30	30	30	30	30

IRELAND (REGULATED)**

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LONDON STOCK EXCHANGE

MARKET REPORT

London battles against slide on Wall Street

By Steve Thompson,
UK Stock Market Editor

Talk that a number of US institutions had been switching funds from US stocks into European markets, with much of the cash moving into UK stocks, helped London equities resist much of the downward pressure from Wall Street yesterday.

The London market continued its recent resilience during initial exchanges yesterday, despite the 200 points slide in the Dow Jones Industrial Average. But it began to look extremely uneasy towards the close.

Wall Street dropped 70 points

shortly after the opening yesterday, causing widespread alarm in European markets, before embarking on a good rally, which saw the Dow down less than 20 points 30 minutes after the close of London trading.

There was no apparent reason for Wall Street's latest fall. The producer price index for March came in 0.6 per cent higher, more or less in line with market expectations. US Treasury bonds, which dropped well over a point overnight, were ahead in the wake of the PPI data before coming off in later trading.

Adding to the general air of uncertainty in London was an expected humiliation for the Conservative Party in last night's

by-election. A Tory defeat would reduce the Government's overall majority to one.

At the end of a confusing session, the FT-SE 100 index closed 23.2 lower at 3,741.2, only a couple of points below the day's low. The market's second-line stocks gave a much better performance, however, with the FT-SE Mid 250 up 3.4 at 4,390.5, an all-time high.

The second liners were being helped by gains in the house-builders, which gave a belated response to the mortgage rate cut by the Nationwide.

Commenting on the day's performance, one senior marketmaker said London was "reluctantly going

down; there isn't much selling pressure behind the performance, you just can't ignore Wall Street falling so much." He said that if Wall Street stabilised then London would make progress this morning.

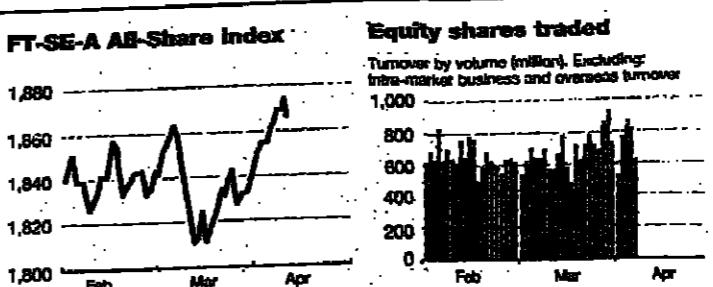
Another senior dealer said he thought sentiment on both sides of the Atlantic "feels dreadful," pointing to the dismal showing by the FT-SE 100 future. He said attendances in had been thin all week and that the return of some "big hitters" next week could see a definite change in sentiment.

There could be more problems for Wall Street today, when inflation details for March are published. Equity strategists remained

impressed with London's resilience in the face of Wall Street's retreat. Mr Richard Kersley at BZW pointed to the recent funds being pushed into UK equities via personal equity plans. He also said the market was being held up by the recent burst of takeover speculation in many of the Footsie constituents.

In its latest Equity Market Strategy note, NatWest Securities said: "the results season has revealed a solid base of earnings and dividend growth; the downside risk is relatively modest and we recommend buying into any weakness."

Turnover at 8pm reached \$78.1m shares. Customer business on Wednesday was worth £2.1bn.



Source: FT Estat 1996

Indices and ratios

FT-SE 100	3744.2	-23.2	FT Ordinary index	2789.7	-13.00
FT-SE Mid 250	4390.5	+3.4	FT-SE-A Non Fins p/c	17.27	-17.32
FT-SE-A 350	1857.4	-8.7	FT-SE 100 fut Jun	3740.0	-34.0
FT-SE-A All-Share	1866.45	-7.80	10 yr Gilt yield	8.18	8.09
FT-SE-A All-Share yield	3.77	3.75	Long gilt/equity yld ratio	2.24	2.24

Best performing sectors	Worst performing sectors
1 Building & Construction	-1.7
2 Building Mats & Merch	-1.4
3 Extractive Industries	-1.2
4 Water	-0.7
5 Gas Distribution	-0.4

Source: FT Estat 1996

Indices and ratios

Source: FT Estat 1996

Building stocks in demand

Building stocks ran away with most of the main prizes yesterday, accounting for nine of the top 20 best performer places in the FT-SE 100 and FT-SE Mid 250 indices.

There were no specific stories driving the upturn. Dealers

said the mortgage price war was helping sentiment, but that it was mostly a case of investors seeking value in a market squeezed by stock

shortages. One leading building analyst said: "It's been a good 1995 results season, especially for the contractors. We now have nearly all the forecasts on the screen, and there have been plenty of upgrades."

RTZ jumps

RTZ, one of the world's biggest mining companies, jumped sharply on a day with a boost from Lehman Brothers, the US broker.

Lehman's mining analyst Mr Peter Davey has reinstated coverage of the company with a buy recommendation.

He argues that "for the international investor, the share is offered a better blue chip play on long-term OECD growth and has a place in most portfolios."

The share rose 17 to 978p, a record close, further helped by gains in metals and commodity prices. The Commodity Research Bureau price index rocketed to an eight-year high overnight in the US.

Lasmo, the exploration and production group, sheltered

from the market's blustery performance, as one broker turned buyer.

BSW raised its recommendation on the stock and the heavy volume pointed to some active interest. There has been a seller of the shares depressing the price recently but that view was offset by some keen buying.

With a further push from an increasing oil price the stock was steady at 182p.

The shares gained 5½ to 591p, with some investors switching funds out of Shell Transport, which dipped 7 to 781p.

The continuing shift by US investors away from defensive stocks saw Zeneca drop 27 to 137p, SmithKline Beecham 26 to 655p and Glaxo Wellcome 10 to 788p. Meanwhile ICI, the cyclical buyers' favourite, was marked down in the morning but moved back into the morning open and closed 6 up at 918p.

BAT Industries, the hard-h

headed

FT-SE 100

Open 9.00 10.00 11.00 12.00 13.00 14.00 15.00 16.00 17.00 18.00 19.00 20.00

Apr 11 9.00 10.00 11.00 12.00 13.00 14.00 15.00 16.00 17.00 18.00 19.00 20.00

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Apr 14 9.00 10.00 11.00 12.00 13.00 14.00 15.00 16.00 17.00 1

WORLD STOCK MARKETS

INDICES

	Apx 11	Apx 10	Apx 9	High	1996	Low	
Argentina General(29/12/77)	04 16136.10	15961.13	16191.58	31/1	16202.81	193-	
Australia All Ordinaries(1/1/60)	2234.8	2225.4	2221.0	2233.40	4/6	2197.49	11/3
All Mining(1/1/60)	1072.6	1057.4	1043.6	1072.80	11/4	1004.78	18/1
Austria Credit Alden(20/12/84)	373.34	373.46	369.57	385.95	31/1	352.28	2/1
Textile Index(21/9/91)	1071.02	1072.11	1061.34	1094.98	7/2	875.27	2/1
Belgium BEL20(1/1/91)	1700.01	1698.52	1688.85	1785.71	7/3	1574.80	2/1
Brazil							
Bovespa(29/12/83)	(4) 48865.0	48650.5	54169.00	22	43991.88	2/1	
Canada Montreal Merc.(1/1979)	(4) 5401.88	5341.88	5463.82	193	4887.47	18/1	
Computer(1/1973)	(4) 5023.57	5007.29	5058.89	14/2	4738.78	15/1	
Portfolios(5/4/1983)	(4) 2438.88	2435.43	2480.57	8/2	2321.39	12/1	
Chile							
IBA San(4/31/12/80)	(4) 5248.54	5223.06	5304.33	8/1	5218.28	8/4	
Denmark CopenhagenSE(3/1/82)	301.48	302.06	298.44	302.06	10/4	288.48	2/1
Finland							
HEX General(8/12/90)	1820.80	1832.81	1794.28	1857.16	19/3	1651.67	10/1
France BF 250(1/12/80)	1408.84	1420.10	1412.10	1420.10	10/4	1250.18	2/1
CAC 40(31/12/87)	2072.52	2093.84	2081.71	2083.94	10/4	1807.35	11/1
Germany DAX(30/3/1991)	883.55	887.54	887.12	887.54	10/4	818.58	2/1
Commerzbank(1/1/1983)	2572.1	2584.7	2582.2	2584.78	10/4	2370.28	2/1
DAX(30/3/1991)	2508.71	2510.02	2503.28	2510.02	10/4	2284.88	2/1
Greece Athens SE(1/12/80)	954.74	951.72	947.81	1017.98	4/3	801.14	3/1
Hong Kong Hang Seng(7/7/84)	10882.57	11077.55	11107.37	11594.39	16/2	10284.87	2/1
India							
BSE Sensex(1979)	3484.33	3468.94	3485.63	3581.00	14/2	2626.08	25/1
Indonesia Jakarta Comp.(10/8/82)	605.33	603.93	597.35	605.33	11/4	512.45	2/1
Ireland							
ISDA Diversified(4/1/89)	2413.32	2421.97	2414.98	2425.98	3/4	2234.81	2/1
Italy Banca Comer(1/1/1972)	612.93	607.48	593.89	636.25	9/2	572.21	2/3
MEI(1/1/1986)	1038.0	1030.0	1007.0	1032.00	9/2	950.00	2/3
Japan Nikkei 225(18/5/90)	21604.43	21791.70	21744.17	21791.70	10/4	19734.78	13/3
Nikkei 300(7/1/86)	310.47	310.12	308.42	318.67	11/4	284.46	11/3

US INDICES

Index	Apr 10	Apr 9	Apr 8	1986	Since compilation		
				High	Low		
Industrials	5485.36	5500.41	5504.37	5883.34 (344)	5022.94 (10/7)	5883.34 (344/28)	41.22 (77/32)
Home Bonds	102.40	102.38	102.38	108.08 (4/2)	102.38 (6/4)	108.77 (10/10/93)	54.98 (1/10/91)
Transport	2145.77	2171.23	2167.94	2218.21 (193)	1882.71 (16/7)	2215.21 (19/3/89)	12.32 (4/7/82)
Utilities	208.89	208.88	208.01	224.80 (12/2)	208.88 (10/4)	228.48 (31/8/93)	10.50 (8/4/92)
DJ Ind. Day's High	5607.23	5644.58	5644.58	5652.02 Day's High 5567.98	5530.00 (5650.28)	(Theoretical)	
DJ Ind. Day's High	5607.98	5617.85	5617.85	5647.34 5650.28	5517.00 (5617.85)	(Actual)	
Standard & Poor's							
Composite	633.50	642.18	644.24	661.45 (12/2)	558.48 (10/1)	661.45 (12/2/85)	4.40 (1/12/82)
Industrial	752.22	761.55	763.74	776.23 (2/2/3)	702.07 (15/1)	776.23 (22/2/85)	3.82 (2/15/82)
Financial	63.70	65.40	66.04	68.58 (5/3)	58.87 (10/1)	68.58 (5/3/90)	8.54 (1/10/74)
NYSE Comp.	340.83	345.13	345.85	351.92 (4/4)	321.41 (10/1)	351.92 (4/4/82)	4.46 (25/4/82)
Amer. Mid. Val.	569.95	572.71	570.48	577.10 (4/4)	520.05 (18/1)	577.10 (4/4/89)	29.31 (5/13/77)
NASDAQ Cap	1105.20	1108.15	1105.66	1118.21 (4/4)	988.57 (15/1)	1118.21 (4/4/90)	54.87 (31/10/72)
II RATIOS							
Dow Jones Ind. Div. Yield				Apr 5	Mar 28	Mar 22	Year ago
				2.11	2.15	2.13	2.81
S & P Ind. Div. yield				Apr 10	Apr 3	Mar 27	Year ago
S & P Ind. P/E ratio				1.92	1.86	1.87	2.28
III NEW YORK ACTIVE STOCKS							
Wednesday	Stocks	Close	Change				
	traded	price	on day				
Motorola Inc	8,986,400	581	+4				
INX Tech	8,977,700	304	+1				
AT & T	6,723,300	814	+7				
Micro Tech	6,576,800	324	-7				
Financial Ind.	5,855,700	294	-14				
IBM	5,827,300	974	+14				
Marx	5,268,700	594	-29				
Aspect Tech	4,855,300	32	-14				
Compaq Com	3,886,200	394	+14				
Telef Mex	3,598,500	23	+14				
IV S&P 500	Open	Latest	Change	High	Low	Est. vol.	Open Int.

4449 70 +50
335711 298 ..

4 pm close April 11

NYSE COMPOSITE PRICES

Stock	PV	Div.	Y	20	High	Low	Close	Chng
Confidential from previous page								
275 15% Schwab	0.16	0.7	22	21.01	20.51	20.21	20.51	-0.2
265 22% Schwab	0.16	0.7	24	22.24	21.62	21.32	21.62	-0.2
162 13% Schwab	0.16	0.4	38	30.17	27.72	27.17	27.72	-0.2
420 20% Seaford	0.10	0.8	23	19.74	19.47	19.17	19.47	-0.2
165 14% Seaford	0.10	0.8	24	19.74	19.47	19.17	19.47	-0.2
111 11% Seaford	0.02	0.1	121	11.74	11.54	11.34	11.54	-0.2
168 8% Seaford	0.14	0.4	12	12.32	11.94	11.74	11.94	-0.2
169 15% Seaford	0.14	0.4	2	3.62	3.54	3.42	3.54	-0.2
274 24% Seaford	0.14	0.4	23	19.74	19.47	19.17	19.47	-0.2
305 31% Seaford	0.14	0.4	19	22.02	21.57	21.37	21.57	-0.2
214 17% Seaford	0.14	0.4	17	19.74	19.47	19.17	19.47	-0.2
304 25% Seaford	0.14	0.4	26	27.75	25.32	25.12	25.32	-0.2
224 19% Seaford	0.14	0.4	25	26.75	24.32	24.12	24.32	-0.2
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AMERICA

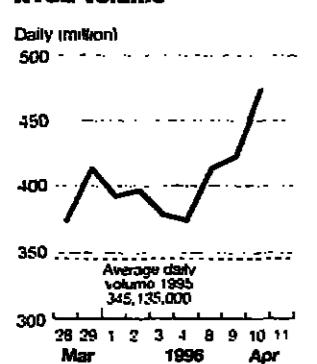
Worries on inflation leave Dow volatile

Wall Street

Fears about the possibility of inflationary pressures led US share prices to swing wildly through the morning yesterday, before they settled back with modest losses by early afternoon, writes Lisa Branson in New York.

Shares had jumped at the start of trading, with the Dow Jones Industrial Average climbing by more than 26 points as Wednesday's 74 point loss brought some bargain hunters back again into the market.

NYSE volume



The gains proved short-lived, however as the Dow tumbled more than 70 points in mid-morning before regaining its footing.

By 1pm, the blue chip index was off 36.49 to 5,449.49, the Standard & Poor's 500 fell 5.62 at 627.88 and the American Stock Exchange composite lost 5.99 at 1,086.68.

The Nasdaq composite lost 8.59 at 1,098.68.

Volume on the New York stock exchange was heavy at some 821m shares.

Both the equity and bond markets were troubled by labor department figures showing a 0.5 per cent gain in March producer prices and a jump in the price of crude oil to more than \$24 a barrel.

However, much of the renewed worry about inflation-

ary pressures has been priced into the markets over this week after last Friday's strong figures on employment growth. Between last Friday and Wednesday, the Dow gave up almost 200 points and the long bond fell nearly 3% points pushing the yield to 6.937 per cent.

Rising long term interest rates once again took a toll in interest-rate sensitive financial companies including commercial banks even as some reported strong first quarter earnings.

JPMorgan, which is a component of the Dow, shed \$20 at \$761, Bank of New York lost \$1 at \$47.75 and First Bank Systems dropped \$2 at \$57.75.

Shares in semiconductor companies, which had been showing signs of stabilising after several months of declines, fell yesterday on renewed worries about demand.

Altera, a US semiconductor equipment company, reported on-target first quarter earnings late on Wednesday, but it also said that orders had dropped between January and March.

Shares in the company fell \$11, or 19 per cent to \$49, and were the most heavily traded shares on the Nasdaq.

Intel, which makes similar products, was off \$3, or 10 per cent at \$32.50.

Canada

Toronto turned back from its early levels at midsession and the TSE-300 composite index by noon was 1.97 weaker at 5,021.60 in hefty volume of 54.7m shares.

Golds dominated Toronto's most active lists. Bema Gold rose 83% to C\$5.20, while the giant Placer Dome also added C\$0.40 to C\$40.75.

Shares in Westmin Resources, at the centre of recent takeover rumours, fell by C\$0.10 to C\$9.40 in heavy trading after the company announced plans for a C\$100m offering of shares and warrants.

Latin America mixed

SAO PAULO opened flat, then drifted slowly downward as investors watched events in the US. By midday the Bovespa index had 169 to 45,736.

MEXICO CITY opened sharply higher helped by a flurry of positive economic data and peso stability. The IPC index moved to 3,067.27 before slipping back to 3,042.59 by midday. A lower-than-expected fall in January industrial growth and reasonable March inflation propped up the market on Wednesday. The country's February trade surplus

was reported at \$418m down from a surplus of \$704m in the previous month.

CARACAS was well bid on strong demand from local and foreign investors who were encouraged by signs that the government was about to lift exchange controls and implement other economic reforms. The Merinvest index was up 5.87 or 3.3 per cent at 185.41.

BUENOS AIRES was modestly up in early trade as sentiment remained very positive. The Merval index was up 2.33 at 512.21 by midday.

S.Africa golds make gains

South African industrials stumbled lower in afternoon trade to end at the day's worst levels as foreigners returned to the market to sell off stock.

Gold shares, however, gained ground on a steady bullion price which pushed the index 1.6 per cent firmer, but gains were capped by a slightly stronger rand and nervousness about the currency's continued volatility.

The overall index ended down 0.4 at 6,653.9, industrials slipped 25.1 to 8,060.2 and

goods gained 2.7 to 1,798.6.

Among golds, Western Deep Levels rose R5.50 to R188.50, Free State Consolidated Gold Mines rose R1 to R40.50 and Harmony Gold Mining edged up 75 cents to R50.25.

Among the smaller miners, Buffelsfontein Gold Mining continued its solid run this week by adding a further 75 cents to R14.50 and Southval Holdings, which relies on royalty payments from Vaal Reefs Exploration & Mining, climbed R7 to R16.00.

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FT/S&P ACTUARIES: WORLD INDICES

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NATIONAL AND REGIONAL MARKETS

Figures in parentheses show number of times of stock

US Day Change %

Pound Sterling Index

Yen Index

DM Index

Local Stock Index

Local Div Yield

Gross Div Index

US Dollar Index

Local Div Index

Local Currency Index

Local Div Index